



Table of Contents

WELCOME TO THE 2013 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION	1
PROGRAM HIGHLIGHTS	2
ABOUT SMA	3
SMA PLACEMENT SERVICES	3
SMA 2013 SPONSORS.....	3
SMA OFFICERS	4
SMA 2013 PROGRAM COMMITTEE.....	4
SMA BOARD MEMBERS.....	4
JOURNAL OF MANAGEMENT EDITORS	4
SMA FELLOWS.....	4
SMA PAST PRESIDENTS (LISTED BY YEAR)	5
SUSTAINED OUTSTANDING SERVICE AWARD WINNERS (LISTED BY YEAR).....	6
SMA 2013 TRACK CHAIRS.....	6
AWARDS COMMITTEES.....	7
2013 SMA AWARDS.....	8
SMA 2013 REVIEWERS	10
SMA 2013 PROGRAM SCHEDULE.....	14
TUESDAY	14
WEDNESDAY	16
THURSDAY	15
FRIDAY	37
SATURDAY	55
PARTICIPANT INDEX	64
SMA 2014 - CALL FOR PAPERS	67
HOTEL MONTELEONE - MEETING SPACE LAYOUT	<i>Back Outside Cover</i>

Welcome to the 2013 Meeting of the Southern Management Association

Welcome to New Orleans and the 2013 SMA Meeting. This is our first visit to New Orleans since 2001, and despite the devastation wrought by Hurricane Katrina in 2005, the city is just as we remembered – even better! This year's SMA conference, as always, will provide an intellectually stimulating environment through both its formal and informal activities.

Wednesday's pre-conference activities include two doctoral consortia (chaired by Tyge Payne, and coordinated by Amy Henley and Franz Kellermanns) that are designed specifically for early (1st and 2nd year) and late program doctoral students, respectively. For the second time, our pre-conference activities will include a consortium (chaired by Lucy Ford and Jonathon Halbesleben, and coordinated by Preeti Wadhwa) designed for students who have not yet begun doctoral studies.

The conference begins with a "Welcome and Get Involved" reception from 6:00-7:00pm Wednesday night. This is your chance to sign-up to participate in one of five new volunteer committees that will meet on Thursday afternoon (from 2:30-3:30). We hope that your input through these committees will make SMA even stronger, and that these committees will furnish a new avenue for you to become involved.

The scholarly program begins on Thursday morning with the combined "Café SMA" Networking Breakfast and Pre-Doctoral Poster Session, and runs through noon on Saturday. This year we received a record number of submissions (574) across eight research tracks, a new "innovative teaching" track, and the Pre-doctoral (poster-session) track. We have more than 100 different sessions on the program, including paper sessions, workshops, symposia, and panels, which cover a wide range of topics. Also, throughout the program you'll find a number of methods and teaching workshops (organized by Chris Shook). 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. These all take place in the Queen Anne Ballroom, which we will use as the "SMA lobby". We also hope that you will attend the SMA Business Meeting Friday evening, where we will recognize this year's award winners, including the Hunt Sustained Outstanding Service Award. This year's winner is Kevin Mossholder from Auburn University. A reception in his honor follows the Business Meeting. This year's "big" Sage-sponsored party is "SMA in the SWAMP" on Thursday night. The SWAMP is a multi-level bar on Bourbon Street, just a short walk from Hotel Monteleone. The food is a full meal of Jambalaya, "debris" Po-boys, and other Louisiana favorites, followed, of course, with King Cake. The bar will be "open", so come and listen (or dance) to the live band, throw beads from the balcony, or chat with colleagues.

Although you'll be busy with conference activities, do take the opportunity to enjoy the fantastic food and entertainment that New Orleans offers. We have ordered tourism guides with coupons that will be available at the registration desk. Grab one and enjoy.

It takes the efforts of many people to make the SMA Conference possible. In addition to those already mentioned, a huge thanks go to the Track Chairs (Russell Crook, Frances Fabian, Joyce Heames, Oscar Holmes, Millicent Nelson, Don Kluemper, Chris Rosen, Matt Rutherford, Jeremy Short, James Vardaman), 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 2013. We hope that you enjoy your visit to New Orleans and that you find this year's program interesting and rewarding.

Sincerely,

Jim Combs, Vice President and Program Chair
Tim Barnett, President

Program Highlights

Throughout this year's meeting the Queen Anne Ballroom will be the SMA "lobby", providing a space for our Networking Breaks and for SMA members to congregate and meet in small groups. With one exception (Thursday 10:30am – 12:00pm), Bonnet Carre (right outside Queen Anne) will also be set up with tables and chairs for small working groups.

In addition to Wednesday's doctoral consortia and pre-doctoral consortium, and the outstanding competitive paper sessions and competitive symposia/workshops, please note the following Professional Development Institute (PDI) 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.

Wednesday (November 6)

- **6:00pm – 7:00pm in Queen Anne Ballroom** - Please join us for a drink and light hors d'oeuvres at the "Welcome and Get Involved Reception". You will have an opportunity to volunteer to serve on one of five new working committees that will meet Thursday afternoon.

Thursday (November 7)

- **7:00am – 8:30am in Queen Anne Ballroom** - "Café SMA" Networking Breakfast
- **7:00am – 8:30am in Queen Anne Ballroom** – Pre-Doctoral Poster Session
- **8:00am – 9:30am in La Nouvelle West** - PDI: Experience Sampling Methodology: A Primer (co-sponsored by the Research Methods Division of the Academy of Management)
- **10:00am – 12:00pm in La Nouvelle West** - PDI: The Analysis of Change through Latent Growth Modeling (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:00pm – 3:00pm in La Nouvelle West** - PDI: Introduction to the Measurement of CEO or Leader Effects with Variance Decomposition Analysis (co-sponsored by the Research Methods Division of the Academy of Management)
- **2:30pm – 3:30pm in 2nd Floor Meeting Rooms** – "Rolling" attendance at the volunteer committees. A special networking break for participants will be in the 2nd floor Board Room
- **3:00pm – 5:00pm in La Nouvelle West** - PDI: Content Analysis in Management Research (co-sponsored by the Research Methods Division of the Academy of Management)
- **6:30pm – 9:30pm "SMA in the SWAMP"** - Join us at the SWAMP at 516 Bourbon Street for a night that SMA won't forget! Thanks to SAGE, you will enjoy hors d'oeuvres followed by a Louisiana style dinner buffet with (gluten free) jambalaya and pork debris po-boys, and king cake for dessert. As it should be on Bourbon Street, the bar will be open. **YOU MUST HAVE YOUR SMA NAME BADGE TO GET INTO THE SWAMP!!!!**

Friday (November 8)

- **8:00am – 9:30am in La Nouvelle West** – PDI: The Anatomy of a Contribution (co-sponsored by the Research Methods Division of the Academy of Management)
- **10:00am – 12:00pm in La Nouvelle West** – PDI: Moderation, Mediation, and a Little Moderated Mediation: Recommended Practices (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:00pm – 3:00pm in La Nouvelle West** – PDI: An Introduction to Multilevel Modeling (co-sponsored by CARMA)
- **1:15pm – 2:45pm in La Nouvelle East** – Teaching PDI: International Perspectives on Teaching
- **3:00pm – 5:00pm in La Nouvelle West** – PDI: Basic Techniques in Structural Equation Modeling (co-sponsored by CARMA)
- **3:15pm – 4:45pm in La Nouvelle East** – Fellows Session: Reviewer Wars – The Good, the Bad, and the Ugly.
- **5:15pm – 6:15pm in Queen Anne Ballroom** - SMA Business Meeting
- **6:30pm – 7:30pm in La Nouvelle East & West SMA Presidential Reception** - Come and honor our outgoing SMA President Tim Barnett and our Hunt Award Winner Kevin Mossholder. Enjoy light hors d'oeuvres, soft drinks, and a cash bar (that will accept the drink ticket you received at the Business Meeting).

Southern Management Association

The Southern Management Association (SMA) is a domestic affiliate of the Academy of Management. The mission of SMA is to create value for our members, organizations, and society through professional development, high-impact scholarship and teaching, and engaging programs. We do this in a socially responsible manner while maintaining a sense of community that involves nurturing members, building collaborations, enhancing life-long friendships, and making a difference with our activities. Presently, the SMA membership consists of approximately 1,000 management professors, doctoral students, and executives representing more than 200 colleges, universities, and business firms in 43 states and several foreign countries.

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

SMA Mission Statement

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

SMA Placement Services

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.

SMA Welcomes...

Our Meeting Sponsors



THE UNIVERSITY OF
MEMPHIS

Department of Management
Fogelman College of Business & Economics

Southern Management Association

OFFICERS

President

Tim Barnett, Mississippi State University

President Elect

Christopher Shook, Auburn University

Vice President/Program Chair

James G. Combs, University of Alabama

Vice President/Program Chair Elect

K. Michele Kacmar, University of Alabama

Treasurer

Kevin B. Lowe, UNC Greensboro

Secretary and Membership Chair

Mary Jo Jackson, University of Tampa

Past President

Bennett Tepper, Ohio State University

Journal of Management Editor

Deborah E. Rupp, Purdue University

Communications Coordinator

Donald H. Kluemper, University of Illinois at Chicago

Conference Site Coordinator

Geralyn McClure Franklin, Stephen F. Austin State University

Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

Placement Director

Patricia A. Lanier, University of Louisiana at Lafayette

2013 PROGRAM COMMITTEE

VP & Program Chair

James G. Combs, University of Alabama

Conference Site Coordinator

Geralyn McClure Franklin, University of Dallas

Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

PDI Coordinator

Christopher Shook, Auburn University

BOARD MEMBERS

2010-2013 Term

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

2011-2014 Term

Matt Bowler, Oklahoma State University
Janaki Gooty, UNC Charlotte
Annette Ranft, University of Tennessee

2012-2015 Term

Laura M. Little, University of Georgia
Matthew W. Rutherford, Virginia Commonwealth University
David J. Woehr, UNC Charlotte

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
Steven C. Michael, University of Illinois, Urbana-Champaign
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
J. Craig Wallace, Oklahoma State University

FELLOWS

Active Fellows

David Allen, University of Memphis
Achilles Armenakis, Auburn University
Arthur G. Bedeian, Louisiana State University
John D. Blair, Texas Tech University
M. Ronald (Mike) Buckley, University of Oklahoma
Archie B. Carroll, University of Georgia
James G. Combs, University of Alabama
Russell 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
Bill Holley, Auburn University
K. Michele (Micki) Kacmar, University of Alabama
Dave Ketchen, Auburn University
Mark Martinko, University of Queensland
Bruce M. Meglino, University of South Carolina
Kevin W. Mossholder, Auburn University
Pamela Perrewé, Florida State University
Chuck Pierce, University of Memphis
Terri A. Scandura, University of Miami
Chester Schriesheim, University of Miami
Anson Seers, Virginia Commonwealth University
Sherry Sullivan, Bowling Green University
Bennett Tepper, Ohio 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
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*

Bennett Tepper	Georgia State University	(2011-2012)
Mark B. Gavin	Oklahoma State University	(2010-2011)
Margaret L. Williams	Wayne State University	(2009-2010)
Allen C. Amason	University of Georgia	(2008-2009)
Charlotte D. Sutton	Auburn University	(2007-2008)
William L. Gardner	Texas Tech University	(2006-2007)
Anson K. Seers	Virginia Commonwealth University	(2005-2006)
Christine M. Riordan	Texas Christian University	(2004-2005)
Terri A. Scandura	University of Miami	(2003-2004)
Kevin W. Mossholder	Louisiana State University	(2002-2003)
Donna E. Ledgerwood	University of North Texas	(2001-2002)
Tammy G. Hunt	UNC Wilmington	(2000-2001)
Pamela L. Perrewé	Florida State University	(1999-2000)
Vida G. Scarpello	Georgia State University	(1998-1999)
Chester A. Schriesheim	University of Miami	(1997-1998)
Mark J. Martinko	Florida State University	(1996-1997)
Rose L. Knotts	University of North Texas	(1995-1996)
David D. Van Fleet	Arizona State University West	(1994-1995)
Robert C. Ford	University of Central Florida	(1993-1994)
J. Bernard Keys	Georgia Southern University	(1992-1993)
Charles R. Greer	Texas Christian University	(1991-1992)
Daniel S. Cochran	Mississippi State University	(1990-1991)
John A. Pearce II	George Mason University	(1989-1990)
James G. Hunt	Texas Tech University	(1988-1989)
W. Alan Randolph	University of South Carolina	(1987-1988)
B. Wayne Kemp	University of Tennessee-Martin	(1986-1987)
Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)
Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	UNC Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas-Austin	(1967-1968)
Claude S. George, Jr.	UNC Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
**William M. Fox	University of Florida	(1962-1963)
**Leon C. Megginson	Louisiana State University	(1961-1962)
**Claude S. George, Jr.	UNC Chapel Hill	(1960-1961)
***Howard R. Smith	University of Florida	(1957-1958)
***Edward H. Anderson	University of Florida	(1955-1956)
***Gustav T. Schwenning	University of Florida	(1947-1948)

* *Affiliations are at time of office.*

***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*

Kevin W. Mossholder	Auburn University	2013
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 2013 TRACK CHAIRS

- Entrepreneurship & Innovation

- Information Technology

*Matt Rutherford, Virginia Commonwealth University
(mwrutherford@vcu.edu)*

- Health Care

- Hospitality Management

- Public Administration

*James Vardaman, Mississippi State University
(james.vardaman@msstate.edu)*

- Management History

- Management Education

*Joyce Heames, West Virginia University
(joyce.heames@mail.wvu.edu)*

- Organization Theory

- International Management

*Frances Fabian, University of Memphis
(FFabian@memphis.edu)*

- Ethical, Social & Diversity Issues

*Millicent Nelson, Middle Tennessee State University
(M.Nelson@mtsu.edu)*

- Human Resources & Careers

- Research Methods

*Donald H. Kluemper, University of Illinois at Chicago
(kluemper@uic.edu)*

- Organizational Behavior

*Chris Rosen, University of Arkansas
(crosen@walton.uark.edu)*

- Strategic Management

*T. Russell Crook, University of Tennessee
(trc@utk.edu)*

- Pre-Doctoral*

*Oscar Holmes IV, Rutgers, The State University of New Jersey
(Oscar.HolmesIV@rutgers.edu)*

- Innovative Teaching*

*Jeremy Short, University of Oklahoma
(Jeremy.Short@ou.edu)*

BEST PAPER COMMITTEES

Best Overall Conference Paper

Talya Bauer, Portland State University
Mike Buckley, Oklahoma University
Franz Kellermanns, University of North Carolina Charlotte
Bruce Lamont, Florida State University
Annette Ranft, University of Tennessee

Best Overall Doctoral Student Paper

Gary Castrogiovanni, Florida Atlantic University
Brian Connelly, Auburn University
William Gardner, Texas Tech University
Charles Pierce, University of Memphis

BEST PAPER IN TRACK COMMITTEES

Entrepreneurship & Innovation, Information Technology: Best Track Paper Committee

Jeff Pollack, University of Richmond
Joseph E. Coombs, Virginia Commonwealth University
Daniel Holt, Mississippi State University

Entrepreneurship & Innovation, Information Technology: Best Doctoral Paper Committee

Brian Nagy, Bradley University
Susan M. Coombes, Virginia Commonwealth University
Neil Tocher, Idaho State University

Ethical, Social & Diversity Issues: Best Track Paper Committee

Garry Adams, Auburn University
Crissie M. Frye, Eastern Michigan University
Jakari Griffith, Bridgewater State University

Ethical, Social & Diversity Issues: Best Doctoral Paper Committee

James E. King Jr., University of Alabama
Sammie L. Robinson, Texas Southern University
Shalei V. K. Simms, SUNY College at Old Westbury

Health Care, Hospitality Management, Public Administration: Best Track Paper Committee

Mona Al-Amin, Suffolk University
Daniel T. Holt, Mississippi State University
Tom J. Sanders, University of Montevallo

Health Care, Hospitality Management, Public Administration: Best Doctoral Paper Committee

Darla J. Domke-Damonte, Coastal Carolina University
Mark Mitchell, Coastal Carolina University
Rohit Pradhan, University of Alabama-Birmingham

Human Resources & Careers, Research Methods

Jenny Hoobler, University of Illinois at Chicago
Mark Bing, University of Mississippi
Frankie Weinberg, Loyola University New Orleans

Organizational Behavior: Best Track Paper Committee

Russell E. Johnson, Michigan State University
Chris Henle, Colorado State University,
Brad Harris, University of Illinois

Organizational Behavior: Best Doctoral Paper Committee

Jennifer Kish-Gephardt, University of Arkansas
Chu-Hsiang Chang, Michigan State University,
Jonathon Halbesleben, University of Alabama,
Denise Breaux-Soignet, University of Arkansas

Organization Theory, International Management: Best Track Paper Committee

Tony Swaim, Kennesaw State
Somnath Lahiri, Illinois State
Brian Soebbing, Louisiana State University

Organization Theory, International Management: Best Doctoral Paper Committee

Felipe Massa, Loyola University of New Orleans
Darla Domke-Damonte, Coastal Carolina University
Jan Flynn, Georgia College

Strategic Management: Best Track Paper Committee

Terry Leap, University of Tennessee
Steve Michael, University of Illinois
Rhonda Reger, University of Tennessee

Strategic Management: Best Doctoral Paper Committee

Kincy Madison, University of Tennessee
Frank Butler, University of Tennessee Chattanooga
Tim Madden, Old Dominion University

2013 SMA Awards

BEST OVERALL CONFERENCE PAPER

REVERSING THE LENS IN LEADERSHIP RESEARCH: INVESTIGATING FOLLOWER ROLE ORIENTATION AND LEADER OUTCOMES

Melissa K. Carsten, *Winthrop University*
Mary Uhl-Bien, *The University of Nebraska-Lincoln*
Avin Manoj Jayawickrema, *Winthrop University*

Presented: Friday, 8:30am - 10:00am in Royal D

BEST OVERALL DOCTORAL STUDENT PAPER

A MULTILEVEL ANALYSIS OF LEADER-MEMBER EXCHANGE DIFFERENTIATION, IDIOSYNCRATIC DEALS, AND JUSTICE WITHIN TEAMS

Chenwei Liao, *University of Illinois at Chicago*
Sandy J. Wayne, *University of Illinois at Chicago*
Robert C. Liden, *University of Illinois at Chicago*
Jeremy D. Meuser, *University of Illinois at Chicago*

Presented: Saturday, 10:30am - 12:00pm in Royal B

BEST TRACK PAPERS

Entrepreneurship & Innovation, Information Technology

THE ROBUSTNESS OF INSTITUTIONS AND ENTREPRENEURSHIP OUTCOMES IN DEVELOPING AND EMERGING ECONOMIES

Theodore Khoury, *Portland State University*
Justin Webb, *Oklahoma State University*
Ajnesh Prasad, *University of New South Wales*

Presented: Friday, 1:15pm - 2:45pm in Orleans

Ethical, Social & Diversity Issues

ARE GENDER DIFFERENCES IN PERFORMANCE DISAPPEARING? LARGE SAMPLE EVIDENCE

Thomas H. Stone, *Oklahoma State University*
Jeff Foster, *Hogan Assessment Systems*
Brian Webster, *Oklahoma State University*
Jim Jawahar, *Illinois State University*
Jennifer Anne Harrison, *York University*

Presented: Saturday, 10:30am - 12:00pm in La Nouvelle West

Health Care, Hospitality Management, Public Administration

THE MEDIATING EFFECT OF TEAM PSYCHOLOGICAL SAFETY BETWEEN TRANSACTIVE MEMORY SYSTEMS AND TEAM OUTCOMES IN SERVICE-MANAGEMENT TEAMS

Priyanko Guchait, *University of Houston*

Presented: Saturday, 8:30am - 10:00am in Iberville

Human Resources & Careers, Research Methods

JUSTIFYING AGGREGATION IN MULTILEVEL RESEARCH: A REVIEW AND EXAMINATION OF CUTOFF VALUES FOR COMMON AGGREGATION INDICES

Andrew C. Loignon, *University of North Carolina at Charlotte*
Paul Schmidt, *University of North Carolina at Charlotte*
David J. Woehr, *University of North Carolina at Charlotte*
Misty Loughry, *Georgia Southern University*

Presented: Friday, 10:30am - 12:00pm in Royal B

Management History, Management Education

-No Best Paper awarded this year-

Organizational Behavior

REVERSING THE LENS IN LEADERSHIP RESEARCH: INVESTIGATING FOLLOWER ROLE ORIENTATION AND LEADER OUTCOMES

Melissa K. Carsten, *Winthrop University*
Mary Uhl-Bien, *The University of Nebraska-Lincoln*
Avin Manoj Jayawickrema, *Winthrop University*

Presented: Friday, 8:30am - 10:00am in Royal D

Organization Theory, International Management

PERFORMANCE FEEDBACK AND CORPORATE SOCIAL PERFORMANCE

Murad A. Mithani, *Stevens Institute of Technology*
Huaye Li, *Stevens Institute of Technology*

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

Strategic Management

ALLIANCE CAPABILITY AND ALLIANCE PERFORMANCE: THE MEDIATING ROLE OF ALLIANCE SUPPORTIVE CULTURE

Dave Luvison, *Devry University*
Ard-Pieter de Man, *VU Amsterdam*

Presented: Thursday, 3:15pm - 4:45pm in Orleans

BEST DOCTORAL STUDENT PAPERS BY TRACK

Entrepreneurship & Innovation, Information Technology **EDUCATIONAL MISMATCHES AND ENTRY INTO ENTREPRENEURSHIP AMONG SCIENTISTS AND ENGINEERS**

Briana Christine Sell, *Georgia Institute of Technology*

Presented: Thursday, 1:15pm - 2:45pm in Queen Anne Parlor

Ethical, Social & Diversity Issues

ORGANIZATIONAL INCLUSION: A VALUABLE BYPRODUCT OF ETHICAL AND POLITICALLY SKILLED LEADERSHIP

Darryl Rice, *University of Central Florida*

Nicole Carrie Jones, *University of Connecticut*

Presented: Friday, 1:15pm - 2:45pm in Royal A

Health Care, Hospitality Management, Public Administration **WHY DO HOSPITALS HIRE INTERNATIONALLY EDUCATED NURSES? ROLE OF COMPETITION AND RESOURCE AVAILABILITY**

Shivani Gupta, *University of Alabama at Birmingham*

Josue Patien Patien Epene, *University of Alabama at Birmingham*

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

Presented: Saturday, 8:30am - 10:00am in Iberville

Human Resources & Careers, Research Methods

-No Best Doctoral Student Paper awarded this year-

Management History, Management Education

-No Best Doctoral Student Paper awarded this year-

Organizational Behavior

A MULTILEVEL ANALYSIS OF LEADER-MEMBER EXCHANGE DIFFERENTIATION, IDIOSYNCRATIC DEALS, AND JUSTICE WITHIN TEAMS

Chenwei Liao, *University of Illinois at Chicago*

Sandy J. Wayne, *University of Illinois at Chicago*

Robert C. Liden, *University of Illinois at Chicago*

Jeremy D. Meuser, *University of Illinois at Chicago*

Presented: Saturday, 10:30am - 12:00pm in Royal B

Organization Theory, International Management

WHEN RESOURCES FACILITATE CHANGE: AN INSTITUTIONAL EMPOWERMENT PERSPECTIVE

Rachida Aissaoui, *University of Memphis*

John Matthew Amis, *University of Edinburgh*

Thomas B. Lawrence, *Simon Fraser University*

Presented: Thursday, 3:15pm - 4:45pm in Bienville

Strategic Management

LONE-INSIDER BOARDS: AGENCY PRESCRIPTIONS AND GOVERNANCE COSTS

Michelle Zorn, *Florida State University*

Christine Shropshire, *University of Georgia*

John A. Martin, *United States Air Force Academy*

Presented: Saturday, 10:30am - 12:00pm in Bienville

JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD

Kevin W. Mossholder, *Auburn University*

SMA 2013 Reviewers

BEST REVIEWERS BY TRACK

Entrepreneurship & Innovation, Information Technology
Daniel T. Holt, Mississippi St. U.

Ethical, Social & Diversity Issues
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Anson Seers, Virginia Commonwealth U.	Katina Thompson, Florida St. U.	Haichang Xin, U. of Alabama at Birmingham
Sharon L. Segrest, U. of South Florida St. Petersburg	Phillip Thompson, Case Western Reserve U.	Lei Xu, Southeastern Louisiana U.
★Chad Seifried, Louisiana St. U.	Tomas G. Thundiyl, Texas A&M U.	Keiichi Yamada, Nakamura Gakuen U.
Stephanie R. Seitz, U. at Buffalo, SUNY	Kenneth R. Tillery, Middle Tennessee St. U.	Tae Seok Yang, Western Illinois U.
Briana Christine Sell, Georgia Institute of Technology	C. Justice Tillman, Baruch College, CUNY	★Regina Yanson, U. at Albany, SUNY
Zhaleh Semnani-Azad, U. of Waterloo	Angela Titi Amayah, SUNY Empire St. College	Nilufer Yapici, Florida Atlantic U.
Tapan Seth, Wayne St. U.	Barbara-Leigh Tonelli, Kaplan U.	Stephen Young, The Boeing Company
Jennifer Sexton, West Virginia U.	Nathan Tong, U. of Cincinnati	Kenneth E. Zantow, The U. of Southern Mississippi
Linda Shanock, U. of North Carolina at Charlotte	Miguel M. Torres Sr., U. of Aveiro	Staci M. Zavattaro, Mississippi St. U.
Feibo Shao, Oklahoma St. U.	Nazanin Tourani, New Mexico St. U.	Kelly L. Zellars, U. of North Carolina at Charlotte
Rita Jeanne Shea-Van Fossen, Ramapo College of New Jersey	Donna Trent, Eckerd College	Wenyao Zhao, EMLYON Business School
Winnie Shen, U. of South Florida	Shovna Crystal Tripathy, The U. of Nebraska-Lincoln	Zhiqing Zhou, U. of South Florida
Agnieszka Shepard, Wayne St. U.	Juanita Trusty, U. of Memphis	Jinlong Zhu, National U. of Singapore
Junko Shimazoe, Institute of Developing Economies-JETRO	Christina H. Tupper, Old Dominion U.	L.F. Bill Zimmermann, Grenoble Ecole de Management
Stacey Shindelar, Virginia Tech U.	Karynne Turner, U. of South Carolina	Michelle Zorn, Florida St. U.
★Christine Shropshire, U. of Georgia	Anja Tuschke, Ludwig Maximilians U. of Munich	Ricardo Zozimo, Lancaster U.
Jane Shumski Thomas, U. of North Carolina at Charlotte	Arnel Onesimo Uy, De La Salle U.	Angelina Zubac, Strategy Link
Marc Siegall, California St. U., Chico	A. Valarmathi, Vivekananda Institute of Management studies	
	Hetty van Emmerik, Maastricht U.	

A very special thank you to all of the reviewers for this year's program

Tuesday, November 5

Conference Registration: 6:00pm – 7:30pm outside Riverview

Coordinator: Kevin B. Lowe, *University of North Carolina at Greensboro*

Tuesday, 6:30pm - 7:30pm in Riverview

Consortia and Pre-Conference Welcome Reception

Start the meeting off on the right foot. Get acquainted with other consortia participants and consortia presenters. Reception will include light hors d'oeuvres, soft drinks, and a cash bar (that will accept your drink ticket from registration).

Wednesday, November 6

Conference Registration Setup: 1:00pm – 3:00pm in Queen Anne Mezzanine

Exhibitor Setup: 1:00pm – 3:00pm in Queen Anne Ballroom

Conference Registration: 3:00 – 5:30 in Queen Anne Mezzanine

Coordinator: Kevin B. Lowe, *University of North Carolina at Greensboro*

Conference Exhibits: 3:00 – 5:30pm in Queen Anne Ballroom

Wednesday, 7:45am - 8:30am in Iberville and Bienville

Consortia Continental Breakfast (consortia participants only)

Coordinator: Joy H. Karriker, *East Carolina University*

Wednesday, 8:30am - 5:00pm in La Nouvelle East and West

Professional Development Institute: 24th Annual Doctoral Consortia (by invitation only)

Doctoral Consortia Chair: G. Tyge Payne, *Texas Tech University*

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

Early-Stage Consortium Coordinator: Franz Kellermanns, *University of North Carolina at Charlotte*

Rooms: La Nouvelle East (Late Stage Consortium) and La Nouvelle West (Early-Stage Consortium)

Speakers:

Garry Adams, *Auburn University*

David G. Allen, *University of Memphis*

Tim Barnett, *Mississippi State University*

Jon C. Carr, *Texas Christian University*

Robin Cheramie, *Kennesaw State University*

T. Russell Crook, *University of Tennessee*

Justin L. Davis, *University of West Florida*

Bart Debicki, *Towson University*

Clay Dibrell, *University of Mississippi*

Geralyn McClure Franklin, *Stephen F. Austin State University*

Daniel T. Holt, *Mississippi State University*

K. Michele Kacmar, *University of Alabama*

Roland E. Kidwell, *University of Wyoming*

Bruce T. Lamont, *Florida State University*

Jim Lavelle, *University of Texas at Arlington*

Catherine A. Maritan, *Syracuse University*

Timothy Paul Munyon, *University of Tennessee*

Annette Ranft, *University of Tennessee*

Hettie A. Richardson, *Texas Christian University*

Mary Beth Rousseau, *Georgia Southern University*

Deborah E. Rupp, *Purdue University*

Matthew W. Rutherford, *Virginia Commonwealth University*

Marshall Schminke, *University of Central Florida*

Christopher Shook, *Auburn University*

Jeremy C. Short, *University of Oklahoma*

Marcia J. Simmering, *Louisiana Tech University*

Margaret L. Williams, *Wayne State University*

Wednesday, 9:00am - 11:00am in Riverview

SMA Executive Officers' Meeting (by invitation only)

Presiding: Tim Barnett, *Mississippi State University* (SMA President)

Wednesday, 10:00am - 5:00pm in Orleans

***Professional Development Institute: Pre-Doctoral
Student Consortium
(by invitation only)***

Coordinators:

Lucy R. Ford, *Saint Joseph's University*

Jonathon R. B. Halbesleben, *University of Alabama*

Chair:

Preeti Wadhwa, *California State Polytechnic University, Pomona*

Speakers:

Timothy M. Madden, *Old Dominion University*

Daniel T. Holt, *Mississippi State University*

William L. Gardner, *Texas Tech University*

Charles A. Pierce, *University of Memphis*

Lucy L. Gilson, *University of Connecticut*

James M. Vardaman, *Mississippi State University*

Claudia C. Coglisier, *Texas Tech University*

Liam Patrick Maher, *Florida State University*

Matthew Leon, *University of Alabama*

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

Oscar Holmes IV, *Rutgers, The State University of New Jersey*

Wednesday, 11:15am - 11:45am in Riverview

***SMA New Officer and Board Member Orientation
(by invitation only)***

Presiding: **Christopher Shook**, *Auburn University* (Incoming SMA President)

Wednesday, 12:00pm - 1:15pm in Queen Anne Ballroom

***Doctoral Consortia and SMA Board Member
Luncheon
(by invitation only)***

Wednesday, 1:30pm - 4:30pm in Riverview

***SMA Officers and Board Meeting
(by invitation only)***

Presiding: **Tim Barnett**, *Mississippi State University* (SMA President)

Wednesday, 6:00pm - 7:00pm in Queen Anne Ballroom

Welcome & Get Involved Reception

Come and be welcomed to SMA 2013. This is also your chance to volunteer for one of five new working committees, and to get more involved in SMA. Light hors d'oeuvres, soft drinks, and a cash bar will be provided. Don't forget to pick up a drink ticket at registration.

Thursday, November 7

SMA "Lobby" and Exhibits: 8:30am – 5:00pm in Queen Anne Ballroom

This area will remain open with seating for SMA registrants to relax, meet in small groups, and chat. Networking Snack Breaks will all take place in this area.

SMA Breakout Lounge: 8:30am – 5:00pm in Bonnet Carre (closed from 10:30am - Noon)

Queen Anne too loud or busy? Peek around the corner and see if this cozy room suits your needs. It will be open for SMA members to meet in small groups.

Conference Registration: 8:00am – 5:00pm in Queen Anne Mezzanine (closed for lunch from Noon to 1:30:pm)

Coordinator: Kevin B. Lowe, *University of North Carolina at Greensboro*

Thursday, 7:00am - 8:30am in Queen Anne Ballroom

"Café SMA" Networking Breakfast (held along with Pre-Doctoral Student Poster Session)

Co-coordinators:
Gayle Baugh, *University of West Florida*
Aaron Hill, *Oklahoma State University*

All SMA registrants are invited to enjoy breakfast and get to know one another. Also, come and see the Pre-Doctoral students show off their work on posters.

Thursday, 7:00am - 8:30am in Queen Anne Ballroom
Pre-Doctoral: Student Poster Session

Facilitator: Oscar Holmes IV, *Rutgers, The State University of New Jersey*

ABUSIVE SUPERVISION, THRIVING, AND COUNTER-PRODUCTIVE WORK BEHAVIOR: THE MODERATING ROLE OF POSITIVE AFFECT

Shuye Lu, *Columbia University*
Lei Wang, *Tsinghua University*
Xiaoming Zheng, *Tsinghua University*

AN EXPLORATION OF THE IMPACT OF SMALL BUSINESS SENTIMENT USING THE NFIB SMALL BUSINESS OPTIMISM INDEX

Aaron Anglin, *University of Oklahoma*
Aaron Francis McKenny, *University of Oklahoma*
Jeremy C. Short, *University of Oklahoma*

BUILT TO FAIL: EXPLORING ELEMENTS OF IMMIGRANT ENTREPRENEURSHIP

Loren Rich, *Brigham Young University*

CHALLENGE AND HINDRANCE STRESSOR APPRAISALS, PERSONAL RESOURCES, AND WORK ENGAGEMENT AMONG K-12 TEACHERS

Isaac Thompson, *North Carolina State University*
Brian Joseph O'Leary, *The University of Tennessee at Chattanooga*
Christopher J. L. Cunningham, *The University of Tennessee at Chattanooga*
Michael David Biderman, *The University of Tennessee at Chattanooga*
Pamala J. Carter, *The University of Tennessee at Chattanooga*

DO CLUELESS SERVANT LEADERS DETER SLACKERS?

Alexandra Virgets, *University of Houston*
L. A. Witt, *University of Houston*
Sophie Romay, *University of Houston*
Olivia Childers, *University of Houston*
Lars Johnson, *University of Houston*
Leanne Atwater, *University of Houston*

DOES GOING GREEN MAKE MORE GREEN? A LONGITUDINAL REVIEW

Lisa Sturgill, *Walsh University*
Steven A. Edelson, *Walsh University*
Christian Chase Senk, *Walsh University*

EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT AND LEADER MEMBER EXCHANGE ON RISK TAKING

Julie Weatherhead, *Queen's University*

END OF LIFE CARE ETHICS: PATIENTS IN A PERSISTENT VEGETATIVE STATE

Stacie Anne Deslich, *Marshall University*
Jada Lee Orem, *Marshall University*

HOW DOES MY ORGANIZATION WANT ME TO TREAT SUBORDINATES? AN EXAMINATION OF ANTECEDENTS TO SUPPORTIVE SUPERVISION

Nels Theilgard, *University of North Carolina at Charlotte*
Katherine A. Frear, *University of North Carolina at Charlotte*
Linda Shanock, *University of North Carolina at Charlotte*
Jamie Donsbach, *The Group for Organizational Effectiveness, Inc*

HOW INDIVIDUALS CHOOSE TO SELF-DISCLOSE: SELF-DISCLOSURE AND COMMUNICATION CHANNELS

Sara Condie I, *Utah State University*

**IMPROVING THE EMPLOYMENT RELATIONSHIP:
INOCULATING AGAINST PSYCHOLOGICAL CONTRACT
BREACH**

Candace Esken, *Bradley University*

**INCREASING THE WORK EFFORT AND PERFORMANCE
OF THE PSYCHOLOGICALLY ENTITLED: THE ROLE OF
NEED FOR ACHIEVEMENT AND PARTICIPATIVE
LEADERSHIP**

Joseph Ramia, *University at Buffalo, SUNY*
Robyn Brouer, *Canisius College*

**REASONABLE ACCOMMODATION OF MENTALLY ILL
EMPLOYEES**

Sha'Tonya Murphy, *Troy University, Montgomery*
David Jackson Hoover, *Troy University, Montgomery*

**THE EFFECTIVENESS OF TRANSFORMATIONAL
LEADERSHIP IN SMES**

Daniel Pinto, *Texas Wesleyan University*

**THE IMPACT OF ORGANIZATIONAL CULTURE ON
PERFORMANCE AND MOTIVATION-A LITERATURE
REVIEW**

Yasar Aysen Yildirim, *Texas Wesleyan University*

**THE IMPACT OF TAKING A POLITICAL POSITION ON
SOCIAL ISSUES: AN INVESTIGATION OF CUSTOMER
REACTIONS**

Kyle Malinowski, *Bradley University*
Laurence G. Weinzimmer, *Bradley University*

**THE REAL VALUE OF AUTHENTIC LEADERS: A VALUES-
CENTRIC MODEL TO UNDERSTAND FOLLOWER
BEHAVIORS**

Santosh B. Srinivas, *Indian School of Business*
Niranjan Srinivasan Janardhanan, *University of Texas*
Madhu Bala, *XLRI, Jamshedpur*

**THE UNDERUTILIZATION OF WOMEN IN CORPORATE
AMERICA**

Susan Crenshaw, *ONEOK, Inc.*
Matt Bowler, *Oklahoma State University*
Alexis Nicole Smith, *Oklahoma State University*

UNDERSTANDING THE MILLENNIAL GENERATION

Travis Jacob Smith, *Texas Wesleyan University*

Thursday, 8:00am - 9:30am in La Nouvelle West

**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 and goals 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 an overview of the empirical methods required to analyze the resulting datasets in order to address within-individual, between-individual, and cross-level inquiries.

Thursday, 8:30am - 10:00am in Bienville

Ent/Innov: Organizational Slack

Facilitator: **Jennifer Sexton**, *West Virginia University*

**A REEXAMINATION OF THE ORGANIZATIONAL SLACK
AND INNOVATION RELATIONSHIP**

Dan Marlin, *University of South Florida St. Petersburg*
Scott Geiger, *University of South Florida St. Petersburg*

In this study a configurational approach was used to examine the organizational slack and innovation relationship. Utilizing a sample of 554 manufacturing firms, we identified distinct configurations of slack and found significant innovation differences between them. The analyses demonstrate that the highest slack configuration had the highest innovation while the lower slack configurations had the lowest innovation. Our findings also indicate that alternative configurations of slack can result in similar levels of innovation, suggesting the existence of equifinality. This suggests that the slack and innovation relationship is more complex than has been accounted for in previous research.

**CREATING FIRM VALUE: EXAMINING RELATIONSHIPS
AMONG TMT SHARED LEADERSHIP, FIRM ABSORPTIVE
CAPACITY, AND PERFORMANCE**

Joshua J. Daspit, *Mississippi State University*
Indu Ramachandran, *Texas State University*
Derrick E. Dsouza, *University of North Texas*

Leadership literature is acknowledging “softer” forms of leadership, yet soft leadership practices are occasionally labeled as indulgent. We examine how shared leadership -- one form of soft leadership -- creates firm value and influences outcomes. Using upper echelons theory, we suggest TMT shared leadership creates value by influencing the firm’s absorptive capacity. Analyses of firms in the software industry indicate that TMT shared leadership influences the acquisition, assimilation, and transformation capabilities of absorptive capacity but has no influence on the exploitation capability. Our findings confirm the TMT’s shared leadership creates value and has beneficial implications for knowledge-related capabilities.

RESOURCE SLACK FOR KNOWLEDGE CREATION OF NEW TECHNOLOGY-BASED FIRMS

Yongseok Jang, *University of Florida*

The major problem that this research seeks to address is the relationship between financial slack and knowledge creation in new technology-based firms (NTBFs). The following questions will guide this study: 1) Does financial slack matter to knowledge creation? 2) If so, what managerial guidelines should the financial manager follow? Using negative binomial-specification technique, I found that excess financial resources enhance the knowledge creation of NTBFs and that firms' strategic innovativeness and the characteristics of entrepreneurs play together, improving knowledge creation.

Thursday, 8:30am - 10:00am in Cabildo

OB: The Link Between Spontaneous, Face-to-Face Interaction and Creativity: Myth or Requirement? (Symposium)

Robert C. Litchfield, *Washington & Jefferson College*
Lucy L. Gilson, *University of Connecticut*
Christina E. Shalley, *Georgia Institute of Technology*
M Travis Maynard, *Colorado State University*
Rachael A. Woldoff, *West Virginia University*

In this symposium panel, we respond to recent public debates about the need for spontaneous, face-to-face interaction at work as a means to enhance creative performance by inviting creativity and virtual teams scholars to consider the evidence. Our panelists will discuss research findings, limitations, and unanswered questions in hopes of informing future debates about how work practices can facilitate creativity.

Thursday, 8:30am - 10:00am in Iberville

Ethics/Soc/Div: Corporate Social Responsibility: Exploring the Knowledge Gaps (Symposium)

Joyce Thompson Heames, *West Virginia University*
Jeffery D. Houghton, *West Virginia University*
Amanda Pozzuto, *West Virginia University*
Curtis R. Sproul, *West Virginia University*

Last year, Aguinis and Glavas (2012) completed a thorough review of the literature on corporate social responsibility. Their research identified significant knowledge gaps in our understanding of the mechanisms linking CSR with outcomes, specifically around possible moderators and mediators. This workshop is in response to their call for additional research and is designed to continue the dialogue about corporate social responsibility while bringing together micro and macro scholars to look at CSR through a multi-level review which will help extend CSR research agendas.

Thursday, 8:30am - 10:00am in La Nouvelle East

OB + HRM/Careers: Exploring New Avenues at the Intersection of Affect and HRM (Symposium)

Emilija Djurdjevic, *University of Rhode Island*
Samantha Conroy, *University of Arkansas*
James M. Vardaman, *Mississippi State University*
Ericka Ruggs Lawrence, *East Carolina University*
Russell S. Cropanzano, *University of Colorado at Boulder*
John E. Delery, *University of Arkansas*
William Becker, *Texas Christian University*
Joel Koopman, *Michigan State University*
Paul Cornell, *HPX LLC*
Oscar Holmes IV, *Rutgers, The State University of New Jersey*
C. Justice Tillman, *Baruch College, CUNY*

Research suggests that affect plays an important role in organizations (e.g., Elfenbein, 2007). The literature on affect in Human Resource Management (HRM), however, is still in the early stages of development. The proposed symposium begins with three original research presentations from different perspectives (i.e., addressing different forms of affect and using varied methodological approaches), reflecting interesting directions for affect research. Following these research papers, a set of expert discussants, Russell Cropanzano, John Delery, William Becker, and Joel Koopman discuss the future of this research intersection from conceptual (i.e., Cropanzano and Delery) and methodological perspectives (i.e., Becker and Koopman).

Thursday, 8:30am - 10:00am in Orleans

Strategy: CEO and TMT Characteristics

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

CEO SERVANT LEADERSHIP BEHAVIORS: LEADERSHIP ACROSS LEVELS AND ITS IMPACT ON FIRM PERFORMANCE

Jia Yu, *University of Houston*
Yu Bai, *University of Houston*

Building on the transcendent leadership framework, which emphasizes strategic leadership within and amongst levels, and servant leadership literature, we develop a theoretical model to address whether and how CEO servant leadership behaviors can achieve strategic leadership across levels – the level of self, others, organization, and society. We elaborate the mechanisms through which the leadership behaviors associated with different levels may influence firm performance. In addition, we identify two contingencies, which may strengthen or weaken the relationship between CEO servant leadership and firm performance.

GENDER DIVERSITY OF THE TMT IN TIMES OF CHANGE: BENEFIT OR DETRIMENT?

Heather R. Parola, *Florida Atlantic University*
Kimberly Ellis, *Florida Atlantic University*
Peggy Golden, *Florida Atlantic University*

Previous studies investigating the performance effects of TMT gender diversity generally report mixed results. We look to reconcile these results by examining TMT gender diversity in the context of organizational change and offer competing hypotheses grounded in the resource-based view of the firm and strategic consensus building in the context of an M&A. We also examine how firm-level factors moderate the diversity–performance relationship, and consider how relative power within a gender diverse team affects performance. Our overall findings suggest TMT gender diversity may thwart efforts to reach consensus during the M&A integration process at the detriment of post-acquisition performance.

IMPROVISING IN DYNAMIC ENVIRONMENTS: DO CEO CHARACTERISTICS MATTER?

Ana Camara, *Oklahoma State University*

This study explores the effects of CEO improvisation in dynamic environments. By linking the improvisation literature and the upper echelons theory, this research aims at explaining the influence of CEOs' behavior in situations where planning is not enough to solve practical challenges. The study proposes that CEOs' characteristics will lead to different levels of improvisation in the strategic decision making process that will impact firm performance in a dynamic environment. The study predicts that a dynamic environment will moderate positively the relationship between CEOs' improvisation and firm performance.

Thursday, 8:30am - 10:00am in Royal A

Ethics/Soc/Div: Back to the Future!: Important Issues of Sustainability

Facilitator: **John Michael Mankelwicz**, *Troy University*

ENVIRONMENTAL RESTORATION: MOVING BEYOND SUSTAINABLE DEVELOPMENT

Olivia Aronson, *Texas Tech University*
Hans Hansen, *Texas Tech University*

Focusing on the relationship between corporations and the natural environment, we offer a classification model of sustainability that reviews and critiques research approaches and corporate motivations to engage in sustainability. Research approaches include a search for performance links, the resource based view, and institutional theory's legitimacy, which can be represented by competing narratives. Corporate motives range from instrumental to normative, which consist of performance links such as cost savings to legitimization and value-based motives. We organize the field using dimensions of corporate motivations and by contrasting the assumptions of the business versus green narratives, subsequently promoting the 'environmental restoration' approach.

ENVIRONMENTAL SUSTAINABILITY: GREEN MANAGEMENT INFLUENCE ON CONSUMER PATRONIZATION AND RECOMMENDATION

Matrecia Long James, *Jacksonville University*
Angela Miles, *North Carolina A&T State University*
Sally Sledge, *Norfolk State University*
Arlise P. McKinney, *Coastal Carolina University*

Environmental sustainability remains an expected mission for organizations, especially in the hospitality and tourism industries. Many of today's consumers willingly choose to comply with environmentally friendly business practices, such as recycling or using eco-friendly products. This paper investigates the decision of hotel consumers to patronize and their decision to recommend green hotels. Variables such as compliance, gender and race are included in the analysis. Results show that compliance and race are contributors to consumer patronization and recommendation of green hotels.

MAKING SENSE OF SUSTAINABILITY: UNDERLYING PERSPECTIVES AND THEIR IMPACTS

Guillaume C. F. Pain, *Concordia University*

This paper proposes a conceptual framework that relates economic perspectives to organizational values, cognitive schemata and sensemaking as regards sustainability. This paper then argues that management research on sensemaking is significantly influenced by a neoclassical economic perspective, which is not adequate to describe sensemaking in firms with a social and environmental focus. An alternative perspective, ecological economics, is presented. Using the proposed conceptual framework, the effects of ecological economics on sensemaking are envisioned; differences in sensemaking content, structure and process are suggested.

Thursday, 8:30am - 10:00am in Royal B

HRM/Careers: Family Friendly HR

Facilitator: **Lei Xu**, *Southeastern Louisiana University*

CARE AND CAREER—I, YOU, OR WE?: AN EXAMINATION OF DUAL-EARNER COUPLES, FAMILY IDENTITY, AND WORK-FAMILY POLICY USE

Courtney Rae Masterson, *University of Illinois at Chicago*
Jenny M. Hoobler, *University of Illinois at Chicago*

The rise of dual-earner couples challenges traditional gender stereotypes of women as "caregivers" and men as "breadwinners" and significantly impacts the ways in which partners define their roles as family members. Building on Greenhaus and Powell's (2012) research on the family-relatedness of work decisions, we propose that the way in which couples construe their individual family identities, in terms of both care and career, influences their decisions to utilize particular work-family policies. Specifically, we outline four dual-earner couple types—traditional, non-traditional, outsourced, and egalitarian—each associated with distinct usage of different work-family policies (i.e., flexible work arrangements, dependent care assistance, caregiving leaves).

EFFECTS OF EXERCISE ON THE WORK-FAMILY INTERFACE: A FIELD EXPERIMENT USING GROUP EXERCISE CLASSES

Russell W. Clayton, *Saint Leo University*
Christopher H. Thomas, *University of Mississippi*
Michael T. Stratton, *University of North Carolina at Asheville*
Ellen Garrison, *University of North Carolina at Asheville*
Bryan S. Schaffer, *University of North Carolina at Asheville*
Leah Greden Mathews, *University of North Carolina at Asheville*

Recent research along with anecdotal evidence suggests that exercise may play a role in mitigating perceptions of work-family conflict. However, the temporal effects related to this relationship have been ignored. We seek to address this issue by testing for the effects of acute and long-term exercise on the work-family interface. Employed females were randomly assigned to a treatment (exercise) or control group (no exercise) and data were gathered at three points in time, over four weeks. Results from the General Linear Model Repeated Measures process and paired-sample t-tests indicate a significant long-term exercise effect on both directions of work-family conflict.

MEASURING CONFLICT AND ENRICHMENT BETWEEN THE WORK AND FAMILY DOMAINS: FOUR SHORTENED SCALES FOR GREATER USABILITY

Wayne Stanley Crawford II, *University of Alabama*
K. Michele Kacmar, *University of Alabama*
Dawn S. Carlson, *Baylor University*
Merideth Ferguson, *Utah State University*
Dwayne Whitten, *Texas A&M University*

Two streams of research have generated a significant body of research in the area of work-family integration: work-family conflict and work-family enrichment. Within each domain are two directions – work-to-family and family-to-work. Carlson and colleagues(2000 & 2006) developed 18-item scales to measure each of these constructs. The goal of the current study was to isolate a subset of items in these measures that produce results similar to the full measures. Using a four-sample study we provide evidence that four scales (both directions of conflict and both directions of enrichment), containing three items each, produce results equivalent to the full scales.

Thursday, 8:30am - 10:00am in Royal C

OB: Embeddedness: The Good, the Bad, and the Ugly

Facilitator: **Ray Gibney Jr.**, *Pennsylvania State University at Harrisburg*

THE DARK SIDE OF JOB EMBEDDEDNESS: HOW THE INTERACTION EFFECTS OF PERSONALITY AND EXCHANGE RELATIONSHIPS DETRACT FROM PERFORMANCE

Juanne V. Greene, *Kennesaw State University*
Neal Mero, *Kennesaw State University*

This study explores the boundary conditions that may add light to the potential dark side of job embeddedness by considering how variance in personality and exchange relationships may moderate the relationship between job embeddedness and both contextual performance and counterproductive behavior. Moderated hierarchical regression results from the current study suggest that under certain exchange conditions and for individuals with certain personality traits, job embeddedness may result in undesirable outcomes relative to counterproductive behavior and contextual performance. Overall, this study speaks to the potential negative side of job embeddedness and provides support for its potential to produce adverse consequences for organizations.

THE IGNORED SIDE OF ORGANIZATIONAL JOB EMBEDDEDNESS: AN EXAMINATION INTO THE ROLE OF PERSONALITY AND SOCIAL EXCHANGES IN INFLUENCING THE EMBEDDEDNESS - VOLUNTARY TURNOVER INTENT RELATIONSHIP

Riann Singh, *The University of West Indies, St. Augustine Campus*
Anthony R. Wheeler, *University of Rhode Island*

We examine the relationship between an employee's personality, social exchange behaviors, organizational embeddedness, and their turnover intentions. We build theory to hypothesize that the personality traits of conscientiousness and emotional stability predict embeddedness. Further, the interaction between embeddedness and psychological contract fulfillment mediates the personality – intent to turnover relationship, which then predicts an employee's future social networking behaviors and continued embeddedness. Using a cross-lagged panel design to collect data over four weeks from 195 employees in Trinidad and Tobago, our SEM tests provide some support for the role of personality and social exchanges on the embeddedness - turnover relationship.

WITHIN AND ACROSS ORGANIZATIONAL AND COMMUNITY DOMAINS: AN EXPLORATION OF THE CRITERION DOMAIN OF EMBEDDEDNESS CONSTRUCT

Barjinder Singh, *University of Houston-Victoria*

Most research on embeddedness encompasses the predictor space of embeddedness while the criterion domain of the construct has been largely ignored. This study empirically examines the outcomes of organizational and community embeddedness by way of 2 studies, a) 333 alumni of a large Midwestern University and, b) 112 matched pairs from a US organization. Incorporating methodological triangulation, 2 data sets were tested using two different techniques: SEM and Regression. Supporting the predictions of attachment theory, results revealed that both organizational and community embeddedness influenced specific individuals behaviors within respective domains, with both forms of embeddedness influencing individual life satisfaction.

Thursday, 8:30am - 10:00am in Royal D

OB: Emotions and Job Performance

Facilitator: **Xinxuan Che**, *University of South Florida*

EXAMINING THE DIFFERENTIAL EFFECT OF EMOTIONAL LABOR ON EMOTIONAL EXHAUSTION AND CUSTOMER SERVICE PERFORMANCE: THE ROLE OF TIME AND LEADER INCLUSIVENESS

Sheetal Singh, *George Washington University*
Natalia M. Lorinkova, *Wayne State University*

We extend the literature on emotional labor by looking at the differential effect of surface acting and deep acting on immediate and long-term emotional exhaustion. We further look at the cascading effect of immediate emotional exhaustion on long-term emotional exhaustion. We combine COR theory and other leadership theories to propose that leader inclusiveness may be the antidote to the negative effects of emotional labor. A field study covering 12 hotels and 114 matching surveys from customer service providers and their supervisors confirmed our theory and proposed model.

EXPRESSING EMOTIONS THROUGH VICTIMIZATION TO ACHIEVE PERFORMANCE OUTCOMES: AN EASI THEORY PERSPECTIVE

Al-Karim Samnani, *York University*
Jennifer Anne Harrison, *York University*
Janet A. Boekhorst, *York University*

This paper introduces a theoretical model that delineates how affect can trigger the intrapersonal and interpersonal processes inherent in workplace victimization. Drawing from the emotions as social information (EASI) theory, we present a conceptual model that explains how positive and negative affect can result in opportunistic motivations leading to victimizing behaviors. The perpetrator's emotional expressions can invoke fear among colleagues that can facilitate stronger work performance for perpetrators. This increased performance will tend to cultivate negative outcomes at the individual, group, and organizational levels. This paper concludes with a discussion of theoretical contributions, practical implications, and avenues for future research.

THE MODERATING EFFECT OF PASSION ON THE RELATIONSHIP BETWEEN EMOTIONAL EXHAUSTION AND AN EMPLOYEE'S WORK PERFORMANCE

Charn Patrick McAllister, *Florida State University*

Any hindrance to an employee's ability to perform at an optimal level, such as experiencing the oppressive effects of emotional exhaustion, can negatively impact well-being and productivity. Thus, the possibility of moderating emotional exhaustion is of the utmost importance to organizations. Using human agency theory as the foundation, the author proposes that passion will mitigate the detrimental effects of emotional exhaustion on job satisfaction, organizational citizenship behavior and organizational commitment. Implications for developing passion are also reviewed. Contributions to research, organizational implications, and directions for future research are discussed.

Thursday, 10:00am - 10:30am in Queen Anne Ballroom

Networking Snack Break

Coordinator: **Joy H. Karriker**, *East Carolina University*

Thursday, 10:00am - 12:00pm in La Nouvelle West

Professional Development Institute: The Analysis of Change through Latent Growth Modeling (co-sponsored by the Research Methods Division of the Academy of Management)

Robert J. Vandenberg, *University of Georgia*

This introductory workshop on Latent Growth Models focuses on how the change in one variable impacts change in another. LGM enables testing of complex multivariate longitudinal models within a SEM framework which accounts for measurement error. The approach will be illustrated through examples, syntax and results.

Thursday, 10:30am - 12:00pm in Bienville

OT: Figuring it Out: Learning the Boundaries in Organizations

Facilitator: **Eric J. Michel**, *University of Illinois at Chicago*

HOW CAN WE KNOW WHAT WE THINK? A DUAL SYSTEM APPROACH TO ORGANIZATIONAL SENSEMAKING

Nicholas Rhew, *University of Memphis*

Previous research has attempted to link sensemaking to different literature streams, but with only modest success. We revisit major epistemological and ontological arguments against reconciling sensemaking with other decision making models in an effort to diminish prior concerns. By introducing intuition as a cognitive process that affects conscious sensemaking, we suggest a dual system approach to sensemaking. We strengthen our argument by linking the seven properties of sensemaking to this new dual system model, and transfer recent findings from other disciplines to sensemaking to illustrate the increased usefulness of this integrated dual system model of sensemaking.

MISTAKE TOLERANCE AND ORGANIZATIONAL-LEVEL PERFORMANCE: AN EMPIRICAL INVESTIGATION

Laurence G. Weinzimmer, *Bradley University*
Candace Esken, *Bradley University*

A growing body of literature argues that tolerance of mistakes, as a cultural attribute, is significantly related to performance. Unfortunately, results from previous research are inconsistent as there is no accepted operationalization to measure the extent to which an organization will tolerate mistakes. Using three separate samples, we first establish a statistically reliable and unidimensional measure of mistake tolerance. Second we empirically demonstrate the impact that a culture of mistake tolerance will have on firm-level performance. We show criterion-related validity by predicting organizational-level performance in terms of revenue growth and perceived performance. Implications and future research directions are discussed.

★BEST PAPER IN TRACK★

PERFORMANCE FEEDBACK AND CORPORATE SOCIAL PERFORMANCE

Murad A. Mithani, *Stevens Institute of Technology*
Huaye Li, *Stevens Institute of Technology*

We propose that the strategic and altruistic perspectives of social performance (CSP) represent different facets of organization reaction to changes in performance. Using the performance feedback model, we show that firms are more inclined towards activities associated with strategic CSP in the presence of large discrepancies between performance and aspirations, and favor altruistic CSP when performing closer to aspirations and in the presence of slack. Furthermore, we find that investments in R&D shift the attention away from strategic CSP when firms are performing below aspirations, and higher R&D reduces the likelihood of altruistic CSP in the presence of slack.

Thursday, 10:30am - 12:00pm in Bonnet Carre

Paper Development Workshop

Coordinator: **K. Michele Kacmar**, *University of Alabama*

Attendance in this session is by advance invitation only.
SMA would like to thank the following individuals for serving as research mentors for this session:

David G. Allen, *University of Memphis*
Gary Castrogiovanni, *Florida Atlantic University*
T. Russell Crook, *University of Tennessee*
William L. Gardner, *Texas Tech University*
Mark B. Gavin, *West Virginia University*
Janaki Gooty, *University of North Carolina at Charlotte*
Jonathon R. B. Halbesleben, *University of Alabama*
Laura M. Little, *University of Georgia*
Kevin B. Lowe, *University of North Carolina at Greensboro*
Steven Michael, *University of Illinois at Urbana Champaign*
Kevin W. Mossholder, *Auburn University*
G. Tyge Payne, *Texas Tech University*
Annette Ranft, *University of Tennessee*
Matthew W. Rutherford, *Virginia Commonwealth University*
Terri A. Scandura, *University of Miami*
Jeremy C. Short, *University of Oklahoma*
Ray Sparrowe, *Washington University in St. Louis*
Robert J. Vandenberg, *University of Georgia*
Anthony R. Wheeler, *University of Rhode Island*

Thursday, 10:30am - 12:00pm in Cabildo

ME: Assessing Student Behavior

Facilitator: **Michael Becraft**, *Park University*

INNOVATING FOR SUCCESS IN PH.D. PROGRAMS: THE ROLE OF PSYCHOLOGICAL RESOURCES AND PROACTIVE BEHAVIORS

Ted A. Paterson, *The University of Nebraska-Lincoln*
Ivana Milosevic, *The University of Nebraska-Lincoln*
A. Erin Bass, *The University of Nebraska-Lincoln*
Fred Luthans, *The University of Nebraska-Lincoln*

As the job market has tightened, there is increased pressure on Ph.D. students to conduct innovative research that can result in top-tier publications. Yet, there is a dearth of research analyzing how Ph.D. students respond to these demands. In this study we investigate whether students who perceive that being innovative is necessary for their future success are more likely to proactively communicate with their advisor which in turn facilitates increased innovative behavior. We also examine the moderating role of psychological capital. Using a sample of Ph.D. student-advisor dyads (N=101), we find some support for all of our proposed relationships.

INTEGRATED MORAL CONVICTION THEORY OF ACADEMIC DISHONESTY: AN EMPIRICAL TEST

Foster Brett Roberts, *University of Mississippi*
Christopher H. Thomas, *University of Mississippi*
Milorad M. Novicevic, *University of Mississippi*
Anthony (Tony) Paul Ammeter, *University of Mississippi*
Bart Gartner, *University of Mississippi*

Our model proposes an integrated moral conviction theory of academic dishonesty by combining theoretical perspectives about individual ethical philosophies concerning moral issues, social cognitive conceptualization of moral identity, and the role of moral conviction in unethical decision making. In a study of 311 business students, moral conviction predicted moral disengagement and subsequent unethical decision making and indirectly drove this behavior via two other paths: holding a formalist ethical philosophy and having a strong moral identity. These results support our theoretical model and suggest important and intertwined roles for moral conviction, moral identity, and ethical philosophies in predicting student behavior.

MORAL DISENGAGEMENT IN MENTOR-PROTÉGÉ RELATIONSHIPS: THE ROLE OF TRUST PROPENSITY, AFFECTIVE COMMITMENT, AND LEADER-MEMBER EXCHANGE

Robert Steinbauer, *University of Memphis*
Robert W. Renn, *University of Memphis*
Robert R. Taylor, *University of Memphis*

We investigated trust propensity, affective commitment, and leader-member exchange as antecedents of moral disengagement at two points in time in a mentoring program. Affective commitment was negatively related to moral disengagement at the beginning of the program. Quality of mentor-protégé leader-member exchange (LMX) moderated the relation between initial affective commitment and moral disengagement two months into the program. The interaction effect plot showed that participants who are not reimbursed for their initial investment of socio-emotional resources compared with those who are reimbursed in a mentor program may be more likely to morally disengage. Practical and theoretical implications are discussed.

Thursday, 10:30am - 12:00pm in Iberville

OB: Work Stress and Employee Well-Being

Facilitator: **Heather S. McMillan**, *Southeast Missouri State University*

A DIALECTICAL THEORY OF BURNOUT AND ENGAGEMENT

Matthew Leon, *University of Alabama*
Jonathon R. B. Halbesleben, *University of Alabama*
Samantha Paustian-Underdahl, *Kennesaw State University*

With strong empirical evidence existing for conflicting models, the nature of burnout and engagement continues to be debated. Scholars have recognized the need to theoretically clarify the nature of the burnout-engagement relationship in order to advance empirical research related to both topics. The purpose of this paper is to reconcile existing perspectives through a more “middle of the road” approach that provides an alternate view of burnout and engagement based on dialectical theory. Implications for common theories used to study burnout and engagement are discussed, followed by suggestions and models for future research utilizing dialectics.

A MULTI-LEVEL ANALYSIS OF WORK-LIFE BALANCE, JOB CONTROL AND EMPLOYEE MENTAL HEALTH: DIRECT AND INTERACTION EFFECTS

Jarrood Haar, *Massey University*

This study uses a multi-level approach from 80 teams to test individual and climate (team) influences from work-life balance and job control towards employees anxiety and depression. A social contagion framework is used to describe the creation of climate effects from work-life balance and job control and how they may occur in addition to individual-level influences. Furthermore, interaction effects are tested at both the individual- and team-level. Overall, direct and indirect effects are supported to both anxiety and depression, with interactions showing the lowest mental health issues are reported when work-life balance and job control are both high.

THE SILENT KILLER IN THE BOARDROOM: EXECUTIVE LEADERS' HEALTH HABITS AND THEIR RELATIONSHIP WITH METABOLIC SYNDROME, ENERGY, AND EFFECTIVENESS

Paul Schmidt, *University of North Carolina at Charlotte*
Linda Shanock, *University of North Carolina at Charlotte*
Eric Heggstad, *University of North Carolina at Charlotte*
Steven Rogelberg, *University of North Carolina at Charlotte*
Phillip Wayne Braddy, *Center for Creative Leadership*
Brittany Marie Macera, *University of North Carolina at Charlotte*

We investigated executive leaders' lifestyle behaviors and their relationship to risk for metabolic syndrome, and whether metabolic syndrome related to leaders' energy and effectiveness. Data were collected from 380 executives using multiple sources, including self-report, objective health measures, and ratings from leaders' subordinates and bosses. Findings demonstrated that lifestyle behaviors of leaders were related to metabolic syndrome. Metabolic syndrome was also related to leader effectiveness. Further, leaders' energy levels mediated the relationship between metabolic syndrome and leader effectiveness. Lifestyle behaviors played an important role in the health and energy of executives, which in turn related to their effectiveness on-the-job.

Thursday, 10:30am - 12:00pm in La Nouvelle East

Strategy + RM: Measurement in Executive Research: Obstacles, Opportunities, and Observations (Symposium)

Aaron Hill, *Oklahoma State University*
Matt Vassar, *Oklahoma State University*
Federico Aime, *Oklahoma State University*
Vincent L. Barker III, *University of Kansas*
Craig Crossland, *University of Notre Dame*
Cynthia Cycyota, *United States Air Force Academy*
Jeremy C. Short, *University of Oklahoma*

Scholars who study the impact of executives on their organizations have long lamented the difficulties associated with measuring psychological constructs in this line of research. That is, challenges associated with measuring psychological factors such as values, cognitive styles, and personality in executive settings continues to pose problems for investigations and hinder our ability to advance knowledge in this area of inquiry. The purpose of this panel is to bring together a group of subject matter experts to discuss their observations on how to both take advantage of opportunities, and overcome obstacles, for measurement in executive research.

Thursday, 10:30am - 12:00pm in Orleans

Ent/Innov: Social Entrepreneurship

Facilitator: **Aaron Francis McKenny**, *University of Oklahoma*

FOUNDING FAMILY INFLUENCE ON TMT COMPENSATION AND EARNINGS EXPECTATIONS IN PUBLIC FIRMS

Richard Gentry, *University of Mississippi*
Clay Dibrell, *University of Mississippi*
Jaemin Kim, *University of Mississippi*

We are interested in studying how founding family members in the dominant coalition influence publicly traded firm's behaviors. Specifically, this study focuses on the impact of the founding family on the top management team's compensation and the firm's relationship with equity analysts and earnings estimates. Our results indicate that a firm led by a family dominant coalition provides more equitable TMT compensation and is seemingly indifferent to the expectations of equity analysts.

GETTING THE GOODS TO DO GOOD: NARRATIVE COMMUNICATION AND SOCIAL ENTERPRISE RESOURCE ACQUISITION

Philip T. Roundy, *The University of Texas at Austin*

Social entrepreneurship is a phenomenon of increasing economic and cultural importance. A key challenge for social enterprises is resource acquisition. However, how social entrepreneurs acquire the resources needed to grow their enterprises is not clear. This topic is examined using a multi-study, inductive, theory-building design based on 121 interviews. In Study 1, I interview 75 entrepreneurs, investors, and ancillary participants in the social enterprise sector. In Study 2, I construct case studies of eight technology-focused social ventures. The result is a framework explaining how differences in entrepreneurs' narrative tactics and characteristics are associated with differences in their resource acquisition success.

SOCIALLY-PURPOSEFUL VENTURE LEGITIMACY AND THE MODERATING ROLE OF RISK TOLERANCE

Jeffrey Mathew Pollack, *University of Richmond*
Brian George Nagy, *Bradley University*
Patrick James Murphy, *DePaul University*
Susan Coombes, *Virginia Commonwealth University*

We investigated how venture purpose explains variance in perceptions of industry legitimacy and, subsequently, cognitive legitimacy in a sample of working adults (N = 85) using an experimental design. We further examined the moderating role of risk tolerance and found that individuals with a higher risk tolerance viewed socially-purposeful ventures as having greater industry legitimacy relative to individuals with lower risk tolerance. We also find, as predicted, that industry legitimacy is an antecedent of cognitive legitimacy, which is one of the most important legitimacy types for entrepreneurs. We discuss implications and delineate several directions for future entrepreneurship research.

Thursday, 10:30am - 12:00pm in Queen Anne Parlor

Int: Individuals and Internationalization

Facilitator: **Volkan Ozbek**, *University of Texas at Arlington*

BEYOND THE U-CURVE: A LONGITUDINAL STUDY OF SELF-INITIATED EXPATRIATE CROSS-CULTURAL ADJUSTMENT

Roger Neal Blakeney, *University of Houston*
Laura Galarza, *University of Puerto Rico*
Betina Szkudlarek, *Erasmus University*
William Andrew McKnight, *University of Houston*
Benjamin A. Farmer, *University of Houston*

We conducted a targeted review of expatriate adjustment research, finding that despite calls for longitudinal studies, their presence in the literature remains sparse. We review findings from the management research, as well as empirical studies mostly overlooked in the management literature on expatriation to illustrate the need for longitudinal studies. We present an empirical study of self-initiated expatriates using repeated measures of adjustment on individuals over time. Using a sample of self-initiated expatriates, our findings indicated that expatriate adjustment studied across time reveal markedly different patterns than those commonly suggested by U-curve theory of adjustment.

CULTURES HAVE CONSEQUENCES: A CONFIGURAL APPROACH TO CROSS-CULTURAL LEADERSHIP

Kyootai Lee, *Sogang University*
Terri A. Scandura, *University of Miami*
Monica Sharif, *University of Miami*

This research compares the influence of both country membership and cultural values (power distance; individualism/collectivism) in a model of LMX and change. The results reveal that there are cultural differences in the relationships among LMX, consultation and affective commitment to organizational change, supporting prior studies. However, there are substantial differences in the moderation of the cultural values in the relationships among the research constructs at the individual level. Our results suggest that our understanding of national culture and its influence on leadership may be misleading when we only depend on mean differences at the country level to examine cross-cultural differences.

JOB CONTENT PLATEAUS AND CITIZENSHIP BEHAVIOR IN KENYA: THE ROLE OF JUSTICE AND JOB SATISFACTION

Carrie S. Hurst, *Tennessee State University*
Lisa Baranik, *East Carolina University*
Steven Brodie Clark Sr., *East Carolina University*

We tested a second stage moderated mediation model to examine the outcomes of job content plateaus among a sample of 122 hospital employees working in Kenya. Job content plateaus were negatively related to individually-focused organizational citizenship behaviors (OCBIs) and distributive justice. Distributive justice was negatively related to OCBIs and mediated the relationship between job content plateaus and OCBIs. Job satisfaction moderated the relationship between distributive justice and OCBIs such that employees experiencing distributive justice reported lower OCBIs when job satisfaction was high.

Thursday, 10:30am - 12:00pm in Royal A

IT: Issues in Information Technology

Facilitator: **Larry Tribble**, *University of Alabama*

MOBILE PHONE USE BENEFITS IN A HIGH RISK CONTEXT: THE ROLE OF RISK AND TRUST IN AN EXPLORATORY STUDY IN AFGHANISTAN

Kent Marett, *Mississippi State University*
Allison Pearson, *Mississippi State University*
Rodney A. Pearson, *Mississippi State University*
Erich B. Bergiel, *University of West Georgia*

Mobile phone adoption and use are common-place in the western world, yet still are associated with risks of loss of privacy and information security. However, in high-risk cultures and countries, such as those at war or threatened by terrorism, mobile phone adoption and benefits of use may be perceived quite differently. In this study, we use e-commerce and adoption theories to build a model of trust and risk as predictors of mobile use benefits in a sample of current mobile users in southern Afghanistan.

SOCIAL NETWORKING WEBSITES AND ORGANIZATIONAL RELEVANCE: EXPLORING RELATIONSHIPS WITH LINKEDIN ADOPTION AND USE

Benjamin D. McLarty, *Louisiana State University*
Don H. Kluemper, *University of Illinois at Chicago*
Peter A. Rosen, *University of Evansville*

An increase in the use of social networking websites (SNWs) for recruitment and selection purposes has led to questions about whether these SNWs contain organizationally-relevant characteristics. Though LinkedIn is mainly used for professional networking and has recently surpassed Facebook as the SNW most used by recruiters, empirical research relating LinkedIn to organizational relevance is lacking. This study assessed various job-relevant characteristics of 547 job incumbents. Results indicate that acquaintance-ratings of conscientiousness, agreeableness, extraversion, openness, self-ratings of affective commitment and turnover intentions, and supervisor-ratings of task performance and competence related to either LinkedIn adoption and/or use three years later.

THE ROLE OF LEADERSHIP AND GOVERNANCE IN A SUCCESSFUL ELECTRONIC HEALTH RECORDS IMPLEMENTATION

Michele L. Heath, *Cleveland State University*
Raymond M. Henry, *Cleveland State University*

Electronic Health Records (EHR) continues to be a hot topic among hospitals and physician offices. The adoption of electronic health records is a necessity, but hospitals and physician offices have been slow to implement and comply due to a number of reasons. Past research suggests that many health care providers struggle with the adoption of EHR due to implementation issues, with estimated failure rates for EHR implementation ranging from one-third to one-half. This research proposes the need to enhance our understanding of leadership and governance to address the issue. We evaluate past implementations, reported failures points, and provide new insights.

Thursday, 10:30am - 12:00pm in Royal B

HRM/Careers: Equity and justice

Facilitator: **Brian Joseph O'Leary**, *The University of Tennessee at Chattanooga*

A COMPARISON OF FAKING ON EQUITY SENSITIVITY MEASURES USING THE OVERCLAIMING INSTRUMENT

H. Kristl Davison, *University of Mississippi*
Leigh Ann Bynum, *Belmont University*

We compare the susceptibility to faking of different measures of equity sensitivity (i.e., Huseman, Hatfield, & Miles' (1985, 1987) original ESI vs. Davison & Bing's (2008) single-stimulus measure). Specifically, we measure faking using a novel approach, the short form (see Bing, Kluemper, Davison, Taylor, & Novicevic, 2011) of the overclaiming instrument (Paulhus, Harms, Bruce, & Lysy, 2003). Neither the original ESI nor the single-stimulus benevolence scale correlated with overclaiming, but the single-stimulus entitlement scale correlated with overclaiming, suggesting that entitled individuals are more likely to overclaim and engage in faking. Implications of these findings for equity sensitivity research are discussed.

EFFECTS OF A FORCED DISTRIBUTION RATING SYSTEM ON EMPLOYEE TRUST, FAIRNESS, ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND INTENTIONS TO STAY

John Bernardin, *Florida Atlantic University*
Stephanie Thomason, *The University of Tampa*
Jennifer Collins, *Florida A&M University*

Employees (n=300) evaluated performance management systems being considered by a Fortune 1000 company. Ratings of a "20-70-10%" forced distribution rating system (FDRS) combined with a "quid pro quo" connection between ratings and particular personnel outcomes was compared to other options, two of which called for ratings of relative frequency and based on comparisons to performance anchors. Ratings of expected justice, organizational trust, anticipated organizational citizenship behaviors (OCBs), and intentions to stay were significantly lower for the "quid pro quo" FDRS. Ratings of anticipated OCBs revealed the strongest (and most negative) effects. High performers were more receptive to FDRS.

ROLE OF CONTINUOUS PERFORMANCE-BASED FEEDBACK AND EMPLOYEE PARTICIPATION IN PERFORMANCE MANAGEMENT IN IMPROVING EMPLOYEES' JUSTICE PERCEPTIONS REGARDING PERFORMANCE MANAGEMENT SYSTEM

Anupriya Singh, *Lal Bahadur Shastri Institute of Management*

Significance of justice is highly acknowledged in research, but there is little evidence on how it can be influenced while implementing organizational processes. This study (N=220) examines the role of continuous performance-based feedback and employee participation in performance management in improving employees' justice perceptions regarding performance management system. Analysis was carried out using structural equation modeling and bootstrapping method (5000 samples, 95% confidence intervals). Results revealed significant direct and indirect effects (via employee participation) of continuous performance-based feedback on procedural, distributive and interactional justice perceptions. Implications of these findings for improving the effectiveness of performance management processes have been discussed.

Thursday, 10:30am - 12:00pm in Royal C

Teaching: Building Better Curriculum

Facilitator: **Judy Lee**, *Golden Gate University*

MANAGEMENT CURRICULUM INNOVATION TO ENHANCE RETENTION AND COMMITMENT: INTRODUCTION TO THE GLOBAL CULTURE OF BUSINESS AS A CORE LEARNING REQUIREMENT (60 minute presentation)

Darla J. Domke-Damonte, *Coastal Carolina University*
Merrill Boyce, *Coastal Carolina University*
Paul Richard Drass, *Coastal Carolina University*

Based on curriculum review and assessment results, we identified the desire to create a new freshman level course, Introduction to the Global Culture of Business, as a requirement for all College of Business majors and for service in the university core curriculum. The course adopted simulations, experiential peer projects, and novel career memos as part of its goals to expose all WCOB students to a range of international issues as a baseline to their business degree, increase retention of students, and attract undeclared majors. This seminar will describe these activities and involve participants in exploring these applications.

RETHINKING THE ROLE OF THE SYLLABUS IN A DIGITAL ENVIRONMENT: MULTIMEDIA PUBLISHING FOR STUDENT ENGAGEMENT (30 minute presentation)

R. Mitch Casselman, *St. John's University*

I focus on producing a multimedia syllabus which is accessible in a multiplatform computing environment. That is, I created the syllabus as an introductory application with multimedia aspects in order to provide a strong first impression of the course material and pique the student's interest in engaging with it. I conceptualize the syllabus as a virtual curator of the course materials. I also produce the application with a view to it being accessed from multiple hardware platforms including mobile devices. The goal of this innovative teaching approach was to act as a test to increase students learning from the course.

Thursday, 10:30am - 12:00pm in Royal D

OB: Employee Proactivity: Applications to Negotiation, Job Crafting, and Socialization

Facilitator: **Kulraj Singh**, *University of Memphis*

FURTHERING THE CONCEPTUALIZATION OF PROACTIVE SOCIALIZATION TACTICS

Wendy Jackson Walker, *University of North Georgia*

Proactive socialization tactics, measures that organizational newcomers take to facilitate their own adjustment, have been shown to predict adjustment and more distal work-related outcomes, such as organizational commitment and intent to remain with the organization. Several cognitions and behaviors are considered to be types of proactive socialization tactics, but research has yet to distinguish between different types. The purpose of this research was to propose a dual-mode conceptualization of proactive socialization tactics in order to distinguish between tactics directed toward changing oneself and those directed toward changing one's environment. Theoretical and practical implications are discussed.

MOTIVATIONS TO JOB CRAFT: PROACTIVE INDIVIDUALS AND OPPORTUNITIES IN THE WORK ENVIRONMENT

Kelly L. Zellars, *University of North Carolina at Charlotte*

Tammy E. Beck, *University of North Carolina at Charlotte*

Robert Michael Bickmeier, *University of North Carolina at Charlotte*

James J. Bird, *University of North Carolina at Charlotte*

In a longitudinal study with 469 teachers in 10 schools within a single school district in the southeastern United States, we examine antecedents to individual and collaborative job crafting. Results indicate that dispositional and environmental factors predict both individual and collaborative job crafting. Specifically, proactive personality, trust in coworkers, and perceived control in the work environment predict both individual and collaborative job crafting; additionally, work identity predicts individual job crafting. Environmental cues enhance the effects of disposition on collaborative crafting, supporting an interactionist perspective of job crafting.

PROACTIVE NEGOTIATION BEHAVIOR RESULTING FROM FACE THREAT SENSITIVITY

Edward W. Miles, *Georgia State University*

Elizabeth Foster Chapman, *Mercer University*

Face threat sensitivity (FTS) has been found to influence objective negotiated outcomes when the threat to face is activated. The current study extends that research by testing whether FTS—which is defined as a propensity to act—is associated with the outcomes of negotiators when the threat has not been specifically activated. Results show that, when the threat is not activated, high FTS buyers pay more than low FTS buyers. Consistent with face theory and social role theory, this effect is moderated by gender, with the association being stronger for women buyers than for men buyers.

Thursday, 12:00pm - 1:15pm in Riverview

**SMA Faculty Research/Teaching Collaboration Luncheon
(pre-registration required)**

Coordinators:

Mary Jo Jackson, *The University of Tampa*

Lucy L. Gilson, *University of Connecticut*

Christopher Shook, *Auburn University*

David J. Woehr, *University of North Carolina at Charlotte*

Facilitators:

Daniel T. Holt, *Mississippi State University*

Pamela L. Perrewé, *Florida State University*

Lauren Simon, *Portland State University*

Anthony (Tony) Paul Ammeter, *University of Mississippi*

Joel F. Bolton, *University of Southern Mississippi*

Jeremy C. Short, *University of Oklahoma*

William T. Jackson, *University of South Florida St. Petersburg*

Mark B. Gavin, *West Virginia University*

Franz Kellermanns, *University of North Carolina - Charlotte*

Joyce Thompson Heames, *West Virginia University*

Riverview room is located on the 16th Floor (Pool Level). Take Iberville St. elevators.

Thursday, 12:00pm - 1:15pm in Vieux Carre

**SMA Track Chair Luncheon
(by invitation only)**

Coordinator: **K. Michele Kacmar**, *University of Alabama*

Thursday, 1:00pm - 3:00pm in La Nouvelle West

**Professional Development Institute: Introduction to the Measurement of CEO or Leader Effects with Variance Decomposition Analysis
(co-sponsored by the Research Methods Division of the Academy of Management)**

Timothy Quigley, *University of Georgia*

How much do leaders matter and which leaders matter most? Do contextual factors drive performance or do individuals affect organizational outcomes? These are questions central to the field of strategic management. In this workshop, we will discuss the use of various techniques for isolating the "leader" or "CEO" effect from other contextual factors (e.g. firm, industry). While the session will focus on measuring the "CEO" or "leader" effect, the techniques discussed are broadly applicable to any situation where there is a need to disentangle the effects of context from more proximal factors. During the session we will discuss and show practical examples, compare results of models using ANOVA, multi-level modeling, and newer techniques, and discuss future research opportunities.

HC: Using Technology to Improve Patient Outcomes

Facilitators:

Paper 1: **Maria B. Gondo**, *University of New Mexico*

Papers 2, 3 & 4: **Kathleen Elizabeth Voges**, *Texas A&M University-San Antonio*

EXPLAINING HOSPITAL PERFORMANCE WITH THE CUBE ONE FRAMEWORK: IS THE MAYO CLINIC REPUTATION DESERVED?

Phoebe Massimino, *York College, CUNY*

Margaret Joseph, *Baruch College, CUNY*

Richard Kopelman, *Baruch College, CUNY*

Although theoretical frameworks pertinent to hospital performance have been advanced, most research has focused on specific techniques. The present research introduces a new theoretical perspective—the Cube One framework—to explain hospital performance. Data from multiple sources were examined to test four hypotheses. Support was found for the Cube One framework using correlational and regression analyses. Because Mayo Clinic is renowned for health care excellence, separate analyses compare Mayo to the best 134 hospitals in the U.S. We conclude that the Cube One framework provides a conceptually new, and empirically valid, way to explain, diagnose and potentially improve hospital performance.

HOW COULD, SHOULD, AND WOULD PHYSICIANS USE FACEBOOK WITH PATIENTS?

Joy Van Eck Peluchette, *Lindenwood University*

Katherine A. Karl, *Marshall University*

Alberto Coustasse, *Marshall University*

After reviewing the benefits and risks of social media, we examine online discussion boards to determine the thoughts of physicians and patients regarding the use of Facebook to communicate with one another about health-related issues. Of the 290 comments analyzed, we found 42 percent were opposed to physicians using Facebook. Additionally, most (51.7%) were opposed to physicians being Facebook “friends” with patients. Most opponents expressed concerns about privacy and the need to maintain professional boundaries in the physician-patient relationship. We provide suggestions for how healthcare administrators can effectively manage their social media presence and provide assistance to physicians.

IMPROVING SITUATION AWARENESS AND PATIENT OUTCOMES THROUGH INTERDISCIPLINARY ROUNDING AND STRUCTURED COMMUNICATION

Paul Cornell, *HPX LLC*

To improve patient outcomes and foster communication across diverse staff, a suburban hospital introduced interdisciplinary rounds (IDR) and the Situation-Background-Assessment-Recommendation (SBAR) communication protocol. Four conditions, totaling 960 patient reviews, were observed: Baseline, Mobile, Paper-SBAR and Electronic-SBAR. Staff situation awareness, patient satisfaction, and length-of-stay were assessed. Patient review times were shorter, implying the structure of SBAR helped staff obtain situation awareness. Press Ganey patient satisfaction indices did not change, while HCAHPS improved slightly. Length-of-stay remained constant. The structure, consistency and familiarity afforded by SBAR and IDR resulted in process, staff and patient benefits.

Lisa Kaye Jones, *Owensboro Health Regional Hospital*

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

An error-reduction strategy known as Red Rules is being tried by hospitals to promote a culture of patient safety. Red Rules standards, if broken, can result in serious disciplinary action. However, there is little evidence that Red Rules actually lead to safer care. This study explores the effects of Red Rules on staff perceptions of safety, frequency of events reported, number of events reported, and staff perceptions of non-punitive response by hospital management. The theoretical framework of control-based and commitment-based management outcomes is used to frame hypotheses. The results add to an emerging literature on patient safety and just culture.

OB: Supervisor Influences

Facilitator: **Jennifer G. Manegold**, *University of Texas at Arlington*

SUPERVISOR-SUBORDINATE CONFLICT ASYMMETRY AND INTENT TO TURNOVER: THE MEDIATING ROLES OF STRESS AND DEVIANCE

Anthony C. Hood, *University of Alabama at Birmingham*

C. Justice Tillman, *Baruch College, CUNY*

Orlando C. Richard, *University of Texas at Dallas*

Ericka Ruggs Lawrence, *East Carolina University*

Drawing on motivational models of turnover (Maertz & Griffeth, 2004), we develop and test a model suggesting that, regardless of the amount of conflict perceived by either party, a subordinate's turnover intentions are driven by the amount of conflict he or she perceives over and above those perceived by his or her supervisor. Further, we examine subordinate stress and deviance directed towards supervisors as mediators of this relationship. Results suggest that subordinates whose perceptions of conflict exceed those of their supervisors' are motivated to quit when they perceive costs associated with stress and deviance to outweigh the benefits of staying.

SUPERVISORS' TRUST IN THEIR SUBORDINATES: A QUALITATIVE INVESTIGATION OF TRUST AND TRUSTWORTHINESS

Lisa Schurer Lambert, *Georgia State University*

Jeff Schatten, *Georgia State University*

Paata Brekashvili, *Caucasus University*

Ryan Phillip Currie, *Georgia State University*

Wongun Goo, *Georgia State University*

Trust in the supervisor is a powerful predictor of positive attitudes and outcomes, yet supervisors' trust in subordinates is plausibly related to many important decisions affecting subordinates. Qualitative results from supervisors showed that trust mattered a great deal but that trustworthiness was not symmetrical with the concepts of ability, benevolence, and integrity as assessed from the view of subordinates'. Instead, trustworthiness was related to reliable and effective task completion and alignment of interests/goals between subordinate and supervisor, coupled with integrity. Symmetrical assessments of trust in exchange relationships should not be assumed.

THE MITIGATING ROLE OF RESOURCE MANAGEMENT ABILITY ON THE NEGATIVE EFFECTS OF SUPERVISOR NARCISSISM

B. Parker Ellen III, *Florida State University*
Stephanie Kristen Burns, *Florida State University*
Wayne Hochwarter, *Florida State University*

Research has shown that narcissistic supervisors negatively impact employee work outcomes. Thus, it is important to investigate factors that can mitigate these adverse effects. We hypothesized that the ability to manage resources, which are necessary to combat stress, would moderate several narcissistic supervisor-work outcome relationships. The current study found support for these hypotheses. Specifically, lower subordinate ability to manage resources interacted with supervisor narcissism to predict increased levels of employee-reported tension and emotional exhaustion, and decreases in reported citizenship behavior and attentional control. These relationships were attenuated for subordinates with higher levels of resource management ability.

Thursday, 1:15pm - 2:45pm in Iberville

Strategy: Dynamic Managerial Capabilities (Symposium)

Jeffrey Arthur Martin, *University of Alabama*
Catherine A. Maritan, *Syracuse University*
Thomas P. Moliterno, *University of Massachusetts Amherst*

In this panel symposium, panelists will discuss topics related to dynamic managerial capabilities. Each of the panelists will provide examples of current trends that are advancing our understanding of organizational capabilities broadly, with an emphasis on dynamic managerial capabilities. Qualitative and quantitative studies will be used as illustrations followed by discussion of the broader topic of research design and measurement issues in conducting studies of organizational capabilities. Overall, our panel symposium is designed to share important recent work and to stimulate further research about how organizations adapt their resource base in changing markets.

Thursday, 1:15pm - 2:45pm in La Nouvelle East

OB: Advances in the Study of Work Engagement: Drivers of Work Engagement Inspired By Resources Theories (Symposium)

Evangelia Demerouti, *Eindhoven University of Technology*
Arnold B. Bakker, *Erasmus University*
James Mick Andzulis, *University of Alabama*
Russell S. Cropanzano, *University of Colorado at Boulder*
Jonathon R. B. Halbesleben, *University of Alabama*
Matthew Leon, *University of Alabama*
Adam Rapp, *University of Alabama*
Ana Isabel Sanz Vergel, *Autonomous University of Madrid*
Lieke L. ten Brummelhuis, *University of Pennsylvania*

Work engagement is an opportunity for work organizations and professions particularly in times of economic crisis. When employees experience work engagement, they often exhibit enhanced well-being and favorable workplace effectiveness. For these reasons, obtaining a better understanding of work engagement has become a priority for both practitioners and scholars alike. Addressing this research need, this symposium has gathered four teams of scholars from Europe and North America. Inspired by resources theories, each of the presentations provides new insights in the dynamic nature of work engagement and the conditions that stimulate it.

Thursday, 1:15pm - 2:45pm in Orleans

Strategy: Knowledge Transfer Within and Between Organizations

Facilitator: **Sean Lux**, *University of South Florida*

IS TEAM BASED TACIT KNOWLEDGE TRANSFERABLE? PLAYERS AS STRATEGIC RESOURCES

Roy Heath Keller, *Murray State University*

The transferability of tacit knowledge is a topic that is at the core of many leading theories of the firm. Using the National Basketball Association (NBA) as the unit of analysis, this paper addresses the following question: What effect does tacit knowledge held by a strategic bundle of resources (team) have on the market value of an individual resource (player)? Results indicate that player fit with other team members and strategic philosophy are significant predictors of market value.

THE KNOWLEDGE OF OUTSOURCING: A KNOWLEDGE-BASED VIEW PERSPECTIVE.

Joshua Maurer, *Louisiana State University*

This paper develops an outsourcing matrix for predictive and explanatory purposes. It is comprised of three continuums; two comprised of internal knowledge module attributes in which decisions are based and a third external component based on the institutional theory's perspective of legitimacy. Based on legitimacy, the knowledge modules' strategic value, and transferability of knowledge propositions are made. The most intensive outsourcing relationship develops when the outsourcing of a knowledge collective has been externally legitimized, the information involved is explicit and easily codifiable, and competitive advantage is marginally dependent on its function, but not directly tied to other core knowledge modules

THE ROLE OF ORGANIZATIONAL CONTROLS IN KNOWLEDGE TRANSFER AND ORGANIZATIONAL INNOVATION

Jennifer Sexton, *West Virginia University*
Annette Ranft, *University of Tennessee*

In this study, we examine how firms manage the creation of new knowledge through the control of the transfer of existing knowledge. Organizational controls are necessary for knowledge transfer, yet they may limit the very transfer necessary for innovation to occur. Drawing from the literature on organizational controls and how organizations are designed to transfer knowledge and influence knowledge sharing behavior, we develop a model and test the relationships between knowledge transfer and innovation. Using a sample of 184 middle managers, we find that professionalization, formalization, and internal knowledge transfer influence innovation.

Ent/Innov: Entering into Uncertainty

Facilitator: **Timothy M. Madden**, *Old Dominion University*

**★BEST DOCTORAL PAPER IN TRACK★
EDUCATIONAL MISMATCHES AND ENTRY INTO
ENTREPRENEURSHIP AMONG SCIENTISTS AND
ENGINEERS**

Briana Christine Sell, *Georgia Institute of Technology*

In this study, educational mismatches among scientists and engineers are examined. I use the NSF's longitudinal Scientists and Engineers Statistical Data System (SESTAT) to analyze the reasons scientists and engineers report for being mismatched in order to distinguish between those who are voluntarily (for pay or career change) and involuntarily (job not available) mismatched. In the first set of analyses, the consequences of an educational mismatch are studied. In a second set of analyses, I examine the implications of mismatches for entry into entrepreneurship. The results reveal that people who are mismatched have a much higher probability of entering entrepreneurship.

**RISK, UNCERTAINTY, AND ENTREPRENEURIAL
OPPORTUNITY NOVELTY**

Angela Randolph, *Texas Tech University*

While we know that entrepreneurial opportunity novelty is important, little is known about what produces novel opportunities. In this paper, I assert that by exploring the relationship between novelty and uncertainty, a greater understanding of entrepreneurial opportunity novelty can be achieved. The aim of this paper is to identify factors that lead to variations in entrepreneurial opportunity novelty. If we are able to identify these factors, we could potentially improve the quality of opportunities that entrepreneurs identify.

**THE RICH ENTREPRENEUR: USING CONSERVATION OF
RESOURCES THEORY IN CONTEXTS OF UNCERTAINTY**

Stephen E. Lanivich, *Old Dominion University*

This research was designed to extend the scope and conversation of conservation of resource theory (COR) to contexts of uncertainty, including entrepreneurship. In doing so, the resource-induced coping heuristic (RICH) construct is introduced, developed, and validated. Results from two investigations, involving three samples and a total of 813 participants indicated strong reliability, and internal validity for the theoretically justified, 3-factor measure. Also, results of validity tests show the RICH as a robust predictor of factors pertaining to entrepreneurial success, including: financial performance and perceived entrepreneurial success. Practical and academic implications, strengths and limitations, and directions for future research are discussed.

Ethics/Soc/Div: Multiple Challenges in Diversity

Facilitator: **Cynthia Cycyota**, *United States Air Force Academy*

**AN EXPLORATION OF CROSS-CULTURAL SIMILARITIES
AND DIFFERENCES AND INTERRELATIONSHIPS IN
WORK-FAMILY AND FAMILY-WORK CONFLICT
ATTITUDES AND TYPE A STRESS BEHAVIORS IN
ARGENTINA, BRAZIL, COLOMBIA AND MEXICO**

Julia Teahen, *Baker College*

Regina A. Greenwood, *Nova Southeastern University*

Edward Francis Murphy Jr., *Embry-Riddle Aeronautical University*

Jaime Ruiz Gutierrez, *Universidad de los Andes*

Silvia Ines Monserrat, *Universidad Nacional del Centro*

Neusa Maria Santos, *Pontificia Universidade Católica de São Paulo (PUC-SP)*

Miguel R. Olivas-Luján, *Clarion University of Pennsylvania & Tecnológico de Monterrey*

Sergio Madero, *Tec de Monterrey*

Arnel Onesimo, *De La Salle University*

A question of significant importance in today's global marketplace is how employees balance their conflicting work and family lives. The purpose of this paper is to explore cross-cultural differences and interrelationships between work-family conflict and family-work conflict and Type A stress behaviors in working adults in Argentina, Brazil, Colombia and Mexico. We found statistically significant cross-cultural differences between Argentina, Brazil, Colombia and Mexico for work-family and family-work conflict and for Type A stress behaviors; we also found both positive and negative correlations between the work-family and family-work conflict and Type A stress behaviors.

**RACIAL AWARENESS EFFECTS ON JUSTICE
PERCEPTIONS AND TRUST IN MANAGEMENT**

E. Holly Buttner, *University of North Carolina at Greensboro*

Kevin B. Lowe, *University of North Carolina at Greensboro*

This study investigated the effects of surface-level diversity, race-ethnicity versus the deeper-level attribute, racial awareness, on organizational justice and trust in management. We predicted that racial awareness would have a greater effect on perceptions of justice and trust in management than would participant race-ethnicity. Second, we predicted that justice perceptions would influence trust in management. Finally we predicted that justice perceptions would mediate between racial awareness and trust in management. Results indicated that racial awareness influenced justice ratings and trust in management. Justice perceptions influenced employee trust in management. Procedural justice mediated between racial awareness and trust in management.

THE INFLUENCE OF GENDER IDENTITY ON PERCEPTIONS OF AUTHORITY FIGURES' RACIAL COMMENTS

Aneika L. Simmons, *Sam Houston State University*
Rochelle Parks-Yancy, *Texas Southern University*

We theorized that women who are high in gender identity are more likely to perceive racism by a high status authority figure (i.e., a White individual), as compared to a low status group member authority figure, who makes a racial comment. However, men who are high in gender identity are likely to have an opposite reaction. The hypothesis regarding women was supported, though it was not supported for the men. Interestingly, most participants presumed that the authority figure was a male, though no such information was shared in the survey. The survey took place in a laboratory setting.

THE ROLE OF PROACTIVITY AND SOCIAL CAPITAL IN THE CAREER PROGRESSION AND TURNOVER OF WOMEN MANAGERS

Juanita Trusty, *University of Memphis*
Carol Danehower, *University of Memphis*
Christian Calderon, *University of Memphis*

As organizations seek to diversify their senior management teams, they often lose high-potential female managers who become dissatisfied with their career progression and choose to seek promotional opportunities in different organizations. This article integrates the research on career success, proactive personality and social capital as well as interviews with female executives and presents a model—focused on proactivity and social capital—that predicts the likelihood of progression into top management positions and turnover for female middle managers. The model has implications for female managers and for organizations seeking to attract, grow, and retain women in senior management teams.

Thursday, 1:15pm - 2:45pm in Royal B

RM: Measurement Issues and Trends

Facilitator: **Laura T. Madden**, *University of Tennessee*

CONSIDERING GEOGRAPHY: A NOVEL APPROACH TO MEASURING GEOGRAPHICALLY DISPERSED TEAMS

Kristen Madison, *University of Tennessee*
Anne Smith, *University of Tennessee*

Geographically dispersed teams, or virtual teams, are commonplace within organizations today. As such, scholarly investigations of these teams are increasing, but have failed to consistently operationalize what it means for a team to be geographically dispersed. We critique the extant measures of dispersion and introduce a new measure based on the physical separation of team members. We empirically compare these measures with data from 1482 teams, demonstrating the benefits of calculating geographic diversity in virtual teams by using “geography”, an ironically ignored concept in this literature stream.

MECHANICAL TURK: IS IT JUST ANOTHER CONVENIENCE SAMPLE?

Meagan E. Brock, *West Texas A&M University*
R. Nicholas Gerlich, *West Texas A&M University*
Kristina Drumheller, *West Texas A&M University*
Marc Sollosy, *Marshall University*
Emily Kinsky, *West Texas A&M University*

The study explores the use of a new and innovative technique for data collection – Mechanical Turk. Three studies utilizing the Theory of Planned behavior to assess population behavior were used to compare behavioral outcomes between Mechanical Turk and general and specified populations. Result show that Mechanical Turk is a viable and generalizable sampling technique when a general population sample is needed. However, when specific populations are desired Mechanical Turk might be suboptimal.

THE EFFECTIVENESS OF TEMPORAL SEPARATION OF MEASUREMENT IN AVOIDING COMMON METHOD VARIANCE: A BAYESIAN APPROACH

Christopher Castille, *Louisiana Tech University*
Marcia J. Simmering, *Louisiana Tech University*

In this study, we pit two competing perspectives on common methods variance (CMV) against one another using student data (N = 100). Some researchers claim that CMV inflates substantive predictor–criterion relationships and can be avoided using certain procedures, such as the use of temporal separation of measurement of focal independent and dependent variables. Skeptics of CMV might argue that such an approach is unnecessary or ineffective. Using objective Bayesian t tests, we test the efficacy of this approach. Resulting JZS Bayes factors favor the null hypothesis, suggesting that temporal separation of measurement does not impact predictor–criterion relationships.

Thursday, 1:15pm - 2:45pm in Royal C

Teaching: Lessons from Beaver Trapping and Oz

Facilitator: **Judy Lee**, *Golden Gate University*

BEYOND THE YELLOW BRICK ROAD: COACHING STUDENTS' DISCOVERY OF THEIR OWN SELF-EFFICACY USING THE WIZARD OF OZ (60 minute presentation)

Eva Lynn Cowell, *Tusculum College*
Kristie Abston, *University of West Florida*
Sharon Jeffcoat Bartley, *New Mexico State University*

Using themes from The Wizard of Oz, the authors demonstrate how to facilitate students' discovery processes so they realize the inherent knowledge, skills, abilities and experiences already present within themselves. Self-efficacy, critical thinking, and change management are discussed related to this innovative teaching strategy—The Ruby Slippers Approach (RSA). We provide a mock RSA experience so that conference participants go through the teaching method as students, completing a quest through the development of a synergy that moves the group beyond their inherent fear of change to strengthen their self-efficacy while creating a better understanding of the innovative teaching strategy.

SHAPING STUDENT BEHAVIORS THROUGH REWARD SYSTEMS: LESSONS FROM BEAVER TRAPPING? (30 minute presentation)

Lucy Newton McClurg, *Georgia State University*
Ric Morris, *Georgia State University*
Deborah Butler, *Georgia State University*

This study examines preferences college students have for various class-related rewards and whether varying the type and schedule of student rewards is effective in shaping desired student behaviors. In an effort to improve on-time arrival in class and performance on course exams, students were offered continuous (piece-rate) rewards, a lottery system for winning extra points, and no rewards. Extra points on examinations were the most preferred rewards. The continuous reward schedule was more effective in improving student performance than the other two reward systems.

Thursday, 1:15pm - 2:45pm in Royal D

OB: Innovations in Creativity Research

Facilitator: **Izabela Szymanska**, *University of North Carolina at Charlotte*

A MULTILEVEL MODEL OF EMPLOYEE INNOVATION: UNDERSTANDING THE EFFECTS OF REGULATORY FOCUS, THRIVING, AND EMPLOYEE INVOLVEMENT CLIMATE

Craig Wallace, *Oklahoma State University*
Marcus M. Butts, *University of Texas at Arlington*
Flannery Garnett, *University of Utah*
Paul Johnson, *Western Carolina University*
Mickey B. Smith, *Oklahoma State University*

Drawing from self-determination theory, we propose and test for cross-level effects of employee involvement climate on the process linking employees' regulatory focus (promotion and prevention) to innovation via thriving. Using data collected at three points in time from 346 participants in 75 groups, multilevel path analytic results supported a positive (negative) indirect effect from promotion (prevention) focus to innovation via thriving. Results showed a positive indirect effect from employee involvement climate to innovation via thriving. Cross-level moderated mediation results demonstrated that employee involvement climate positively influences the relationship between promotion focus and thriving, which, in turn, positively relates to innovation.

RATIONALE AND THEORETICAL DEVELOPMENT FOR AN IMPLICIT MEASURE OF CREATIVE PERSONALITY

Jeremy Lee Schoen, *Georgia Gwinnett College*
Marieke C. Schilpzand, *Georgia Gwinnett College*

Work of creative individuals is viewed as vital for business functioning and survival (Amabile, 1996; Gilson, 2008). Measures of creative personality were developed ; however, these measures do not predict much variation in creative performance as evidenced by their small relationships with measures of actual creative performance. Current measures of creative personality lack theoretical grounding, which could account for small effect sizes. This research addresses this gap by building a theoretical basis for creative personality. Based on conditional reasoning (James, 1998; James & LeBreton, 2012; James & Mazerolle, 2002), biases are developed that serve as justification mechanisms for creative personality.

THE ELUSIVE ADVANTAGE: MAXIMIZING THE CREATIVE POWER OF RACIALLY DIVERSE WORKGROUPS

Dennis Marquardt, *University of Texas at Arlington*

Three current themes in organizations today include: a focus on creativity and innovation, a racially diverse labor force, and the use of groups and teams to achieve performance. Although racial diversity should provide different perspectives and non-redundant knowledge, which is a benefit for creativity, interracial interaction effects counteract the benefits. In this paper, I propose that white interracial interaction anxiety and minority stereotype threat diminish divergent thinking processes in racially diverse workgroups. Using behavioral scripts and adopting an integration and learning perspective are proposed to mitigate the negative effects of race on workgroup creative performance.

Thursday, 2:30pm - 3:30pm in multiple rooms on the second floor

SMA Volunteer Committee Organizational Meetings

These volunteer committee meetings are an opportunity for members to become involved in SMA. They are set up in the time between sessions so that most members can attend at least part of a meeting (i.e., attendance will be "rolling"). *There will be a small Networking Snack Break set up in the **Board Room** on the second floor for participants* (who will miss the Snack Break on the Mezzanine). Rooms are assigned to committees as follows:

Website Enhancement: Presbytere Salon

*Start up coordinators: **Mary Jo Jackson**, The University of Tampa & **Garry Adams**, Auburn University*

Conference Experience: Cathedral Salon

*Start up coordinators: **K. Michele Kacmar**, University of Alabama & **Kevin B. Lowe**, University of North Carolina at Greensboro*

SMA Teaching Excellence: Ursulines Salon

*Start up coordinator: **Laura M. Little**, University of Georgia*

Marketing: Gallier Salon

*Start up coordinators: **Amy B. Henley**, Kennesaw State University & **Don H. Klueemper**, University of Illinois at Chicago*

Membership Involvement: Beauregard Salon

*Start up coordinators: **Janaki Gooty**, University of North Carolina at Charlotte & **Matthew W. Rutherford**, Virginia Commonwealth University*

Thursday, 2:45pm - 3:15pm in Queen Anne Ballroom

Networking Snack Break

Coordinator: **Joy H. Karriker**, *East Carolina University*

Thursday, 3:00pm - 5:00pm in La Nouvelle West

Professional Development Institute: Content Analysis in Management Research
(co-sponsored by the Research Methods Division of the Academy of Management)

Jonathan Nicholas Bundy, *University of Georgia*
Rhonda K. Reger, *The University of Tennessee*
Aaron Francis McKenny, *University of Oklahoma*
Jeremy C. Short, *University of Oklahoma*
Miles A. Zachary, *Texas Tech University*
Anastasiya Zavyalova, *Rice University*

This workshop focuses on content analysis methods with experts providing examples of the range of uses in management research followed by two rotations of breakout roundtable sessions. The breakout sessions will provide hands-on exercises, feedback to participants, and a supportive environment to dive more deeply into specific issues. The workshop aims to serve participants in three ways: 1) modeling state-of-the-art content analysis by experts, 2) providing hands-on experiences to jumpstart research and offer tips for publishing in top journals; and 3) building a community of SMA scholars using content analysis in their research.

Thursday, 3:15pm - 4:45pm in Bienville

OT: Institutions Creating and Maintaining Organizations

Facilitator: **Lee Charles Jarvis Jr.**, *Florida Atlantic University*

“FROM THE HEART”: AFFECTIVE LEGITIMATION IN THE ONTARIO WINE INDUSTRY

Felipe Massa, *Loyola University New Orleans*
Maxim Voronov, *Brock University*
Wes Helms, *Brock University*

Through an inductive study of the rhetorical modes of persuasion deployed by winemakers in the Ontario Wine Region, we highlight how actors leverage appeals to emotions to secure and maintain legitimacy necessary for the emergence of a new field. We find that existing legitimacy frameworks do not explicitly consider how social actors secure affective legitimacy - the sentiment that an entity is desirable or appropriate because it embodies resonant modes of emotional expression and emotion states within a socially constructed system – and are, thusly, insufficient to explain how newly established wineries gain a foothold in a competitive cultural industry.

RITUAL WORK IN THE EVOLUTION OF THE NBA PLAYER'S DRAFT

Brian Philip Soebbing, *Louisiana State University*
Benjamin M. Cole, *Fordham University*
Marvin Washington, *University of Alberta*

We build on work that suggests rituals are utilized to support institutions. Utilizing an archival institutional analysis of the NBA Players Draft, we focus on three performance dimensions of rituals—actor roster, performance order and performance requirements—to show how the ritual evolved in support of two institutions of professional sports: uncertainty of outcome and competitive balance. We find evidence rituals often do change to threats. The change occurs to support the institutions the ritual is intended to support. In some cases, it is altered to benefit the interests of the ritual keepers, without regard for the institutions themselves.

★BEST DOCTORAL PAPER IN TRACK★
WHEN RESOURCES FACILITATE CHANGE: AN INSTITUTIONAL EMPOWERMENT PERSPECTIVE

Rachida Aissaoui, *University of Memphis*
John Matthew Amis, *University of Edinburgh*
Thomas B. Lawrence, *Simon Fraser University*

We report on the findings of a comparative historical analysis of the mechanisms at play between 1852 and 2010 as three groups of actors strove to advance their interests in their institutional field. Building on an institutional perspective, we examined how rules and resources interact to produce change. We developed a model of institutional empowerment, the process through which actors draw on existing rules and subsequently alter them in a four-step sequence. The details of our model have significant implications for our understanding of the role of resources and rules in institutional change and reproduction.

Thursday, 3:15pm - 4:45pm in Cabildo

Int: New Lenses on International Management

Facilitator: **Jean McGuire**, *Louisiana State University*

GENERATIONAL CHANGES IN LATIN AMERICAN CULTURE

Sergio Madero, *Tec de Monterrey*
Jaime Ruiz Gutierrez, *Universidad de los Andes*
Regina A. Greenwood, *Nova Southeastern University*
Edward Francis Murphy Jr., *Embry-Riddle Aeronautical University*
Julia Teahen, *Baker College*
Silvia Ines Monserrat, *Universidad Nacional del Centro*
Miguel R. Olivas-Luján, *Clarion University of Pennsylvania & Tecnológico de Monterrey*
Neusa Maria Santos, *Pontifícia Universidade Católica de São Paulo (PUC-SP)*

Our research study expands the frontiers of knowledge concerning Latin American culture by exploring generational changes in the three components of culture: values, attitudes and behaviors. We examined generational changes in Latin American values, attitudes towards women and Type A stress behaviors with two population cohorts (2006 and 2012) of working adults in Argentina, Brazil, Colombia and Mexico.

MANAGING EXPLORATION AND EXPLOITATION IN THE MULTINATIONAL CORPORATION: AN INSTITUTIONAL DISTANCE PERSPECTIVE

Indu Ramachandran, *Texas State University*
Kim Clark, *Saint Mary's College of California*
Derrick McIver, *Western Michigan University*

We develop a conceptual framework that leverages institutional theory to explain how exploration and exploitation is managed within multinational corporations (MNCs). We propose that the institutional distance between home and host country influences how an MNC makes strategic choices to manage exploration (competence-creating mandates) and exploitation (competence-exploiting mandates) within their subsidiaries. Furthermore, using relational contextual factors we theorize how MNC-subsidiary relations can impact the effectiveness of these mandates. Our framework suggests that MNCs can pursue seemingly incompatible types of learning by carefully managing the learning orientation of its home country (headquarters) with the learning orientation of its subsidiaries.

ROLE OF POLITICAL ALIGNMENT AND POLITICAL CONNECTEDNESS IN CROSS BORDER ACQUISITION COMPLETION

Rama Krishna Reddy, *University of Memphis*
Ben L. Kedia, *University of Memphis*

We investigate the role of political alignment of home and host countries in acquisition completion. Additionally, we examine the moderating role of acquiring firm size and acquisition value on the relationship between political alignment and acquisition completion. We test our model using a sample of 6483 cross border acquisitions in oil & gas industry from 30 countries. We find that political alignment is indeed related to acquisition completion and we also found that acquiring firm size positively moderates this relationship. We did not find support in relation to the moderation effect of acquisition value.

Thursday, 3:15pm - 4:45pm in Iberville

OB: Emotions and Conflict in Teams

Facilitator: **Xinxuan Che**, *University of South Florida*

ASSESSING THE RELATIONSHIP BETWEEN CONFLICT-TYPE AND EMOTIONS IN TOP MANAGEMENT TEAMS: AN ATTRIBUTIONS PERSPECTIVE WITHIN THE CONTEXT OF STRATEGIC DECISION-MAKING

Kevin J. Hurt, *Columbus State University*

This study utilized attribution theory to scrutinize the relationship between conflict and emotions in executive teams operating within a strategic decision-making context. The results suggest that individual attributions are an important moderating factor on the relationship between conflict-type and anger. Positive and negative moderating effects were found and may explain the inconsistent findings that exist in the conflict literature.

HOW COLLECTIVE EXPERIENCE IN TEAMS MODERATES THE DYNAMIC RELATIONSHIP BETWEEN TEAM TURNOVER AND TASK CONFLICT

Tom Kuypers, *Maastricht University*
Hannes Guenter, *Maastricht University*
Hetty van Emmerik, *Maastricht University*

Team turnover may severely harm the functioning of teams. This study examined whether the negative implications of team turnover in terms of task conflict can be attenuated by the organizational tenure of the team. We built on Context-Emergent Turnover theory (Nyberg & Ployhart, 2013) and tested a random coefficient growth model, utilizing data from 74 health care teams. We found support for the hypothesized interaction: With higher organizational tenure in the team, changes in team turnover associate less with changes in task conflict. We also introduce a new measure for team turnover and discuss implications for theory and practice.

POSITIVE AFFECTIVE ASYMMETRY, PROCESS QUALITY, AND TEAM DECISION-MAKING EFFECTIVENESS

Brian J. Collins, *The University of Southern Mississippi*
Timothy Paul Munyon, *University of Tennessee*
Neal M. Ashkanasy, *The University of Queensland*
Sandra A. Lawrence, *Griffith University*
Erin Colleen Gallagher, *The University of Queensland*
Stacey R. Kessler, *Montclair State University*
Jennifer Maree O'Connor, *The University of Queensland*

Scholars studied the influence of individual differences on team performance. We incorporated a controlled simulation examining the role of positive affectivity asymmetry and team process quality on team decision-making performance. Using multi-sourced (team, observer, archival) data, we found teams generated the best outcomes under conditions of low variance in team positive affectivity and low observed process quality. The worst decision performance occurred under conditions of high variance in team positive affectivity and low observed process quality. The effects of positive affective asymmetry were muted in teams with high process quality. Practical implications and directions for future research are discussed.

Thursday, 3:15pm - 4:45pm in La Nouvelle East

Strategy: Determinants of Performance: Resources and Compensation Structure

Facilitator: **Christopher Penney**, *Mississippi State University*

EXPLORING THE ROLE OF RESOURCE SLACK IN SMALL BUSINESS PERFORMANCE RESPONSE TO ECONOMIC UNCERTAINTY

Ali Jifri, *University of Alabama*
Paul Louis Drnevich, *University of Alabama*
Larry Tribble, *University of Alabama*

Past research has advocated the importance of resource slack and its role in firm performance. The varying potential contributions to performance from both internal and external sources of slack, particularly for resource-constrained small businesses, remain largely unexplored. We leverage organizational and resource constraint theory to develop a model and hypotheses for the potential roles of organizational slack in the performance of small businesses. Further, we also explore the role of organization form and size, and competitive intensity as moderators for the relationships between resource slack and performance. We utilize data from a large recent sample of U.S.-based small and medium businesses.

GAINS OR LOSSES: THE EFFECTS OF RESTRICTED STOCK AND STOCK OPTIONS ON FIRM PERFORMANCE EXTREMENESS

Wanrong Hou, *The University of Texas-Pan American*

By integrating upper echelons theory into the study of CEO compensation, we argue that CEO tenure moderates the relationship between restricted stock and stock options on subsequent firm performance extremeness (big gains or big losses). The empirical results indicate that the effect of stock options on the likelihood of big gains decreases as CEO tenure increases. CEO tenure also weakens the effect of restricted stock on the likelihood of big gains. Moreover, the effect of restricted stock on the likelihood of big gains decreases faster than the effect of stock options over CEO tenure. Theoretical and practical implications were discussed.

THE POTENTIAL OF A RESOURCE TO YIELD SUPERIOR RETURNS

Steven Michael, *University of Illinois at Urbana-Champaign*

Explaining performance differences is a central question in strategic management. To explain performance differences, researchers have increasingly employed resource based theory. In this paper we examine whether a resource generates significant variation in performance at the firm level. We do so using a novel methodology imported from finance. Borrowing a term from physics, we call this the potential of a resource. In this paper we examine technology, both traditional R&D and IT, and find that one but not both of these demonstrate potential. We then demonstrate that potential has the “potential” to drive additional questions and tools for resource-based theory.

Thursday, 3:15pm - 4:45pm in Orleans

Strategy: IORs: Distrust, Crowdsourcing, and Supportive Cultures

Facilitator: **William E. Gillis**, *University of South Alabama*

(DIS)TRUST IN STATUS HETEROPHILOUS INTERORGANIZATIONAL RELATIONSHIPS

Jessie Lynn Olien, *University of North Carolina at Charlotte*

This paper proposes a theoretical framework explaining how status differences between organizational partners impacts the degree of trust between both organizations and boundary spanners. While researchers have argued for the benefits of status homophilous relationships, empirical evidence suggests that relationships between firms of unequal status do exist. Recently management scholars have inquired into the motivations behind status-heterophilous relationships, uncovering what drives the initiation of these partnerships. Taking an interdisciplinary perspective, this paper argues that the very motivations that drive status heterophilous interorganizational relationships also create a social context that engenders distrust between both organizational partners and individual boundary spanners.

★BEST PAPER IN TRACK★

ALLIANCE CAPABILITY AND ALLIANCE PERFORMANCE: THE MEDIATING ROLE OF ALLIANCE SUPPORTIVE CULTURE

Dave Luvison, *Devry University*

Ard-Pieter de Man, *VU Amsterdam*

Both alliance capability and organizational culture have been shown to have a significant effect on the performance of alliances. In this paper we propose that alliance capability is influential in shaping an organizational culture that promotes alliance supportive values, and that such a culture will lead to greater levels of alliance portfolio success. We also propose that an alliance supportive culture partially mediates the relationship between alliance capability and portfolio performance. The findings of this study, conducted through a survey of 190 alliance managers and executives, support these hypotheses. The paper concludes with a discussion on key contributions and implications.

CROWDSOURCING-AN INNOVATIVE ALLIANCE

Stephanie Black, *University of Texas at San Antonio*

Howard Rasheed, *University of North Carolina*

Montressa Washington, *Case Western Reserve University*

This paper seeks to provide a better understanding of a relatively new form of alliance, crowdsourcing. This author contends that crowdsourcing is a non-traditional alliance structure, which can be used as a valuable tool within organizations. It has the potential to redirect our understanding of how alliances can and should be structured now and in the future. The paper will highlight current network research on alliances as well as how and why various types of crowdsourcing alliances are formed. The paper will also discuss how crowdsourcing differs from traditional alliances and conclude by providing suggestions about future research considerations.

Thursday, 3:15pm - 4:45pm in Royal A

Ethics/Soc/Div: Diversity Issues at Work

Facilitator: **Jennifer Collins**, *Florida A&M University*

BILINGUALISM AND EMPLOYMENT DECISIONS: DO EMPLOYERS PREFER HISPANIC OR NON-HISPANIC BILINGUALS?

Cheryl K. McIntosh, *University of Texas at Arlington*

Myrtle P. Bell, *University of Texas at Arlington*

Wendy Jean Casper, *University of Texas at Arlington*

Tae Seok Yang, *Western Illinois University*

Christopher M. Harris, *Texas Woman's University*

Hispanics are the fastest growing demographic group in the United States. Between July 1, 2010 and July 1, 2011, one of every two people added to the U.S. population was Hispanic. Despite increasing representation in the U.S. population and increasing importance of bilingualism in organizations, Hispanics are understudied in management literature. In this manuscript, we contribute to the literature on U.S. Hispanics by exploring the effects of bilingualism on employment selection decisions, focusing on differences between bilingual Hispanics and bilingual non-Hispanics. We propose and test a model of factors affecting employment decisions for bilingual applicants.

TELL ME MORE! THE ROLE OF INFORMATIONAL JUSTICE IN HISPANICS' PERCEPTIONS OF SUPPORT FROM SUPERVISORS

Haley Myers, *University of North Carolina at Charlotte*
Sabrina Lenee Speights, *University of North Carolina at Charlotte*
Linda Shanock, *University of North Carolina at Charlotte*

Perceived supervisor support is important in the development of perceived organizational support and other beneficial outcomes for employees and organizations. Ethnic differences in levels of perceived supervisor support have not been explored. We hypothesized a mediated model in which Hispanics perceive lower supervisor support than their Caucasian co-workers because of differential informational justice perceptions. The hypotheses were supported and provide a first step at providing a potential mechanism for why perceived supervisor support is lower in Hispanics than Caucasians. Organizations can use such information to investigate how to foster support in all of their employees as workforce diversity increases.

WORK VISAS, PERCEIVED CULTURAL DIVERSITY, AND ORGANIZATIONAL ATTRACTIVENESS: IMMIGRANT JOB SEEKERS' PERCEPTIONS DURING EARLY RECRUITMENT

Jason R. Lambert, *Saint Xavier University*
Dynah A. Basuil, *Asian Institute of Management*
Myrtle P. Bell, *University of Texas at Arlington*
Dennis Marquardt, *University of Texas at Arlington*

Increasingly more U.S. firms seek foreign job seekers in order to satisfy the demand for technical and highly-skilled labor. We investigated how recruitment statements attract potential job seekers from the Philippines to companies in the United States. In contrast to some of our predictions, we found no relationship between statements about diversity or work visa sponsorship to organizational attractiveness. However, we found that work visa statements weakened organizational attractiveness when diversity statements were present, and strengthened organizational attractiveness when diversity statements were omitted. Interestingly, perceived work expectancies mediated this relationship. Implications for organizations and directions for future research are discussed.

Thursday, 3:15pm - 4:45pm in Royal B

HRM/Careers: HR Influences on Job Performance and Counterproductive Work Behaviors

Facilitator: **Brad Harris**, *University of Illinois at Urbana-Champaign*

POLITICAL SKILL AS A NEUTRALIZER OF COUNTERPRODUCTIVE WORK BEHAVIOR – PERFORMANCE RELATIONSHIP

Jun Yang, *University at Buffalo, SUNY*
Stephanie R. Seitz, *University at Buffalo, SUNY*
Darren C. Treadway, *University at Buffalo, SUNY*
Rebecca Lee Badawy, *University at Buffalo, SUNY*
Robyn Brouer, *Canisius College*

Despite the growing body of research focusing on the “dark” side of organizational behavior, little empirical work exists on the role of the “self” in counterproductive work behaviors. We propose a moderated mediation model to connect the gap between organization-based self-esteem, counterproductive work behaviors, and performance considering political skill as a neutralizer for this relationship. Our results indicate that counterproductive work behavior mediates the relationship between organization-based self-esteem and performance. We also found political skill to moderate this relationship, wherein this relationship was only significant for those low in political skill and not significant for the high political skilled.

PREDICTING COUNTERPRODUCTIVE WORK BEHAVIORS, ALCOHOL CONSUMPTION, AND EPISODIC HEAVY DRINKING USING SOCIAL MEDIA

Bret Becton, *The University of Southern Mississippi*
Harvell Jackson Walker III, *Auburn University*
Paul Schwager, *East Carolina University*
Bruce Gilstrap, *The University of Southern Mississippi*

Using a sample of 146 upper-level business and MBA students, we hypothesized and tested whether or not information found on applicants’ social media profiles could be used to predict counterproductive work behavior, alcohol consumption, and episodic heavy drinking. We found that social media information is not a very useful predictor of actual behavior. Our results indicate that social media information is not predictive of counterproductive work behavior, while alcohol and drug content on social media profiles is predictive of alcohol consumption and episodic heavy drinking. Implications for research and practice are discussed.

THE INTERACTIVE EFFECT OF TURNOVER AND TASK INTERDEPENDENCE ON PERFORMANCE IN HIGH PERFORMANCE STRATEGIC WORK TEAMS: EVIDENCE IN THE NFL

Justin L. Davis, *University of West Florida*
Andrew J. Fodor, *Ohio University*
Michael Pfahl, *Ohio University*
Jason S. Stoner, *Ohio University*

This paper empirically investigates the interactive effect of turnover and task interdependence on performance in high performance strategic work teams. Using longitudinal data from the National Football League (NFL), we empirically test the effect of player turnover on NFL team performance and the difference in team performance as based on the high/low task interdependence of the team. Findings suggest a negative impact of turnover on organizational performance, regardless of the interdependent nature of high performance strategic work team tasks. In addition, the negative influence of turnover is enhanced by the task interdependence within a team.

Thursday, 3:15pm - 4:45pm in Royal C

Ent/Innov: Topics in Innovation

Facilitator: **Michael McLeod**, *Texas Tech University*

A REAL OPTIONS PERSPECTIVE ON THE INFLUENCE OF THE APPROPRIABILITY FRAMEWORK ON EXTERNAL COMMERCIALIZATION

Mary Beth Rousseau, *Georgia Southern University*
Franz Kellermanns, *University of North Carolina at Charlotte*

Firms may pursue the invention and commercialization functions of innovation inside and outside firm boundaries. Integrating real options theory with the appropriability framework I position external commercialization as an option on a firm’s investment in technological knowledge. Hypotheses are tested on a sample of 1642 firms in the manufacturing sector. Results show that firms with more complementary assets and tighter proprietary knowledge protections are more likely to exercise the external commercialization option. However, the influence of environmental conditions on external commercialization was not supported.

ACCEPTANCE AND USE OF WOOD TECHNOLOGY IN NON-RESIDENTIAL CONSTRUCTION

Fatima Zahra Barrane, *Faculté des sciences de l'administration*
Egide Karuranga, *Laval University*
Diane Poulin, *Laval University*

Diffusion of innovation is one of the challenges for organizations. It brings social change that alters a system's structure and how it operates. Studies in this area have focused on the sector of information and communication technologies. In this study, we have sought to understand acceptance and use of wood technology in the sector of non-residential construction. Using UTAUT theory, we have developed a conceptual framework for this sector and identified the main similarities and differences. Also, we have identified some constraints on the use of wood technology.

NEW VENTURE ALLIANCES: WHEN COLLABORATIONS TARNISH

Tucker Marion, *Northeastern University*
Kimberly Eddleston, *Northeastern University*
John Friar, *Northeastern University*

This study explores how entrepreneurs use interorganizational relationships to discover, develop and commercialize new products. Based on a ten-year ethnographic study of start-up firms, our study showed that many entrepreneurs establish both outsourcing relationships and alliances, and that many outsourcing relationships often progressed into alliances. Over time we also found that most entrepreneurs developed strong socioemotional bonds with their alliance partners. However, unexpectedly, our study revealed that these socioemotional bonds could cloud the entrepreneur's judgment leading to business problems. As the exchange became more dependent on socioemotional bonds, a tipping point emerged that jeopardized the survival of the entrepreneurial business.

Thursday, 3:15pm - 4:45pm in Royal D

OB: Job Performance and the Individual: Personality, Fit, and Motivation

Facilitator: **Brian Hoffman**, *University of Georgia*

A COMPARISON BETWEEN THE MOLAR AND THE MOLECULAR APPROACHES OF TASK PERFORMANCE

Yongheng Yao, *Concordia University*

We distinguish two approaches to task performance: (1) molar, which assesses the degree to which an employee meets standards of performance described by organizational roles; and (2) molecular, which assesses the degree to which the employee exceeds the standards. Results (N = 632) show that they are modestly correlated, with different means and skewness. Job satisfaction has a higher correlation with the molar approach than with the molecular approach. Job level is significantly correlated with the molecular approach but not with the molar approach. Thus, theoretical and empirical distinctions between the two approaches are supported. This study has important implications.

PAY FOR PLAYS: COMPENSATION AND PERFORMANCE IN PROFESSIONAL BASEBALL

Evan Robert Theys, *Louisiana Tech University*
James De Leon, *Louisiana Tech University*
Brandon E. Dennis, *Louisiana Tech University*
Christopher Huynh, *Louisiana Tech University*

Rater errors have often been studied in the context of performance reviews; however, little research has examined how rater errors influence employee intentions. We used an expectancy theory framework to investigate the role of recency effect (the tendency to emphasize most recent performance) within the performance appraisal period. We hypothesized that employees will adjust their output near the end of the performance appraisal period to reap the benefits of recency effect. Using archival compensation and performance data from Major League Baseball, we found support for all hypotheses. Implications and future directions are discussed.

PRIOR RELATED WORK EXPERIENCE AND JOB PERFORMANCE: ROLE OF PERSONALITY

Nishant Uppal, *Indian Institute of Management, Indore*
Sushanta Kumar Mishra, *Indian Institute of Management, Indore*

In contrast to the general notion, recent studies presented a negative relationship between prior related work experience and job performance and suggestively attributed the theoretically inconsistent results to individual factors. Using a sample of 451 sales persons in the insurance industry, the present study found support for the positive relationship between prior related work experience and job performance. Further the study found a moderation effect of personality factors on the above relationship. Implications of the study to practitioners and researchers are discussed.

Thursday, 6:30pm - 9:30pm in the SWAMP on Bourbon Street

SMA in the SWAMP

Join us at the SWAMP at 516 Bourbon Street for a night that SMA won't forget! Thanks to SAGE, you will enjoy hors d'oeuvres followed by a Louisiana style dinner buffet with (gluten free) jambalaya and pork debris po-boys, and king cake for dessert. As it should be on Bourbon Street, the bar will be open. Listen and dance to the live band, or find a quiet area to chat with colleagues. Make sure to throw some beads to the Bourbon Street crowd from the SWAMP balcony. After dinner, some braver SMA'ers might even go for the mechanical bull. This is an SMA event you won't want to miss.

Directions: Take a right out of the Hotel's Royal St. entrance and go left on Bienville St. one block to Bourbon St.. Go right and the SWAMP is 2 ½ blocks on right. (516 Bourbon St.)

YOU MUST HAVE YOUR SMA NAME BADGE TO GET INTO THE SWAMP!!!!

Friday, November 8

SMA “Lobby” and Exhibits: 8:00am – 3:15pm in Queen Anne Ballroom

This area will remain open with seating for SMA registrants to relax, meet in small groups, and chat. Networking Snack Breaks will all take place in this area.

SMA Breakout Lounge: 8:00am – 5:00pm in Bonnet Carre

Queen Anne too loud or busy? Peek around the corner and see if this cozy room suits your needs. It will be open for SMA members to meet in small groups.

Conference Registration: 8:00am – 3:10pm in Queen Anne Mezzanine (closed for lunch from Noon to 1:30:pm)

Coordinator: Kevin B. Lowe, *University of North Carolina at Greensboro*

Friday, 8:00am - 9:30am in La Nouvelle West

Professional Development Institute: The Anatomy of Contribution (co-sponsored by the Research Methods Division of the Academy of Management)

Kevin D. Carlson, *Virginia Polytechnic Institute and State University*

Management researchers are often challenged to demonstrate or enhance the contribution of their research. But how contribution is evaluated is often perceived to be in the eye of the beholder. This presentation examines contemporary views and empirical examples of what it means to make a research contribution. Building from existing theory-centric views, a broader framework highlighting additional forms of research contributions are explored, including how they support theory development and more effective research practice.

Friday, 8:30am - 10:00am in Bienville

OT: Organizational Characteristics and Their Outcomes

Facilitator: **LaKami T. Baker**, *Auburn University*

PERMANENTLY BORROWING FROM REFERENCE GROUPS: FIRM-LEVEL PREDICTORS OF LATERAL CEO SUCCESSIONS

Alexander R. Knights, *Binghamton University - SUNY*

This paper explores firm-level predictors of lateral CEO successions (when a focal firm recruits its successor directly from the chief executive post at a peripheral firm). Relying on Zhang and Rajagopalan's (2003) framework that classifies a new CEO's origin into three distinct managerial labor markets--intrafirm, intraindustry, and outside-industry markets--I argue that lateral CEOs are more likely to come from the outside-industry market; specifically, the portion of the market consisting of CEOs from firms within the organization's reference group. I then outline several firm level predictors of reference group membership that are likely to predict lateral CEO successions.

ROLE OF RELATIVE RESOURCES AND FITNESS IN DEFINING FIRM VULNERABILITY

Ajay Kumar Singal, *Institute of Management Technology, Dubai*
Arun Kumar Jain Sr., *Indian Institute of Management, Lucknow*

Vulnerability research, rooted in the social sciences, looks at how vulnerable populations respond to natural hazards such as floods, famine. However, vulnerability at the firms' level remains largely unexplored. We fill the gap by extending the concept of vulnerability from social sciences literature. Based on a 'time series cross section' panel of Indian firms over seven years we conclude that vulnerable firms are relatively poor in resource positions or fitness levels or both. Through this research, we also emphasize 'Fitness' of organizations, a metric for analyzing evolutionary success in developing and exploiting new rules of the game in the global marketplace.

THE PRACTICE OF SCENARIO PLANNING: AN ANALYSIS OF INTER- AND INTRA- ORGANIZATIONAL STRATEGIZING

Gary Bowman, *University of Cambridge*
Ryan William Parks, *Mount Royal University*

Strategic activity is often punctuated through the application of strategy tools. Despite widespread use, opacity surrounds how these tools shape the strategy process. We examine the application and effect of a scenario planning process at an inter- and intra-organizational level. We use a longitudinal case study to demonstrate the importance of sensemaking in strategizing activity at the inter-organizational level. We also demonstrate the relative weakness of the scenario narrative as a boundary object capable of transferring knowledge to the intra-organizational level. Through empirical and theoretical integration we develop a model depicting the flow of knowledge in inter- and intra-organizational strategizing.

Friday, 8:30am - 10:00am in Cabildo

OB: New Directions in the Study of Safety Climate

Facilitator: **Merlyn Griffiths**, *University of North Carolina at Greensboro*

A TALE OF THREE CLIMATES: SAFETY, CIVILITY, AND VIOLENCE PREVENTION

Michele W. Gazica, *University of Florida*
Paul E. Spector, *University of South Florida*

The aim of this study was to (1) confirm the distinctiveness of safety, violence prevention, and perceived workplace incivility climates; and (2) explore the relationships among the three climate constructs, domain-specific performance variables, and safety and prevention outcomes. The study data supported the distinctiveness of the three climate constructs, but suggests that the three climate constructs are similarly predictive of most performance variables and outcomes, regardless of domain specificity. Overall, the results of this study might suggest that these three climate constructs share a common factor that may predict relevant safety and prevention outcomes better than either construct alone.

AN INTEGRATIVE STUDY OF SERVICE AND SAFETY CLIMATE AND PERFORMANCE: DO CLIMATES COMPETE?

Jeffrey Paul, *Illinois State University*

Organizational scholars continue to expand our knowledge of the contextual forces influencing employee behavior in organizations. Contemporary climate studies have focused on facet-specific climates, such as a service climate or safety climate, and have linked facet climates with the same facet related performance (e. g. safety climate predicts increased safety performance). It is surprising that few researchers have tested the notion of competing climates. The current study adopts a multiple climate perspective to address the differential performance effects given the existence of multiple, competing climates using Quinn & Rohrbaugh's (1981) competing values framework.

ORGANIZATIONAL PRACTICES LEADING TO A POSITIVE SAFETY CULTURE

Andy M. Cwalina, *Nova Southeastern University*

A positive safety culture contributes to a firm's ability to avoid occupational accidents and injuries. While research exists showing the relationship between safety culture and accident reduction, there is little on how to achieve such cultural change improvements. Attempts to determine the factor structure of safety culture have not produced a general consensus on the exact elements of the structure. Research methodologies have taken most of the blame for biasing the research. In this study, I used a Delphi methodology and Hofstede's onion model of organizational culture to find a consensus of 18 practices which underlie a positive safety culture.

Friday, 8:30am - 10:00am in Iberville

Teaching: Technology's Role in Case Based Pedagogy (Symposium)

Raymond J. Jones III, *University of Minnesota Duluth*
Marcus Z. Cox, *University of North Texas*
Phillip Eugene Davis, *University of North Texas*

The use of case-based teaching is a beneficial method for applying theory to practice, supporting analytical thought processes, and increasing student comprehension. However, instructors may be hesitant to use case methods due to increased preparation time, loss of control over discussions, and similar factors. In this panel symposium, we introduce several different technologies as innovative tools that ease the burden of case-based instruction and enhance student learning. The session includes practical tips and a theoretically-anchored discussion on how learning is influenced through the use of technology integration and innovative course design from experts in the field.

Friday, 8:30am - 10:00am in La Nouvelle East

Strategy + Ent/Innov: Trends and Directions in Family Firm Research: A Discussion of Theory, Phenomena, and Methodology (Symposium)

Kristen Madison, *University of Tennessee*
Tim Barnett, *Mississippi State University*
James G. Combs, *University of Alabama*
Kimberly Eddleston, *Northeastern University*
Franz Kellermanns, *University of North Carolina at Charlotte*
Matthew W. Rutherford, *Virginia Commonwealth University*

The family firm dominates the global landscape, yet scholarly investigations of this unique organizational type have been underrepresented in the literature. This panel symposium seeks to highlight the family firm as an important organizational context and to encourage and guide future research in this realm. An expert panel of family firm scholars will discuss insights gained from past research, provide an overview of relevant topics today, and recommend areas ripe for future investigation. Theoretical and methodological contributions and limitations will be addressed.

Friday, 8:30am - 10:00am in Orleans

Ent/Innov: Human and Social Capital

Facilitator: **Robert Van de Graaff Randolph**, *Mississippi State University*

HUMAN CAPITAL AND ENTREPRENEURSHIP RESEARCH: A CRITICAL REVIEW AND FUTURE DIRECTIONS

Matthew R. Marvel, *West Virginia University*
Justin L. Davis, *University of West Florida*
Curtis R. Sproul, *West Virginia University*

Human capital has emerged as a highly utilized theoretical lens through which scholars can better understand entrepreneurship. To synthesize the progress of this stream and promote its use, we review 96 articles in leading management and entrepreneurship journals over two decades. We organize our discussion in terms of multi-theory approaches, methods and analysis, constructs, and study focus. A number of research gaps and promising areas for inquiry are put forward. We develop a typology of human capital and discuss how investigations of specific types of human capital related to the entrepreneurship process can benefit research and practice.

NATIONAL AND REGIONAL LEVEL SOCIAL CAPITAL AND ENTREPRENEURIAL ACTIVITY

Kevin C. Cox, *Florida Atlantic University*

This research presents a multidimensional conceptualization of social capital at both the national and regional level in order to examine the effects of social capital on entrepreneurial activity across nations and regions. The multidimensional conceptualization presented incorporates and links individual and aggregate perspectives of social capital. I add to previous research, which suggests that individual and firm level social capital positively influences the ability of individual entrepreneurs and entrepreneurial firms to access and mobilize important resources, by investigating similar implications of social capital at the national and regional level.

THE BENEFIT OF BENEFITS: A DYNAMIC APPROACH TO HR PRACTICES AND ENTREPRENEURIAL CONTINUANCE

David S. DeGeest, *University of Iowa*

Ernest H. O'Boyle Jr., *Virginia Commonwealth University*

Elizabeth H. Follmer, *University of Iowa*

Sheryl Walter, *University of Iowa*

A pressing but understudied issue in the entrepreneurial literature is the high incidence of new venture failure. We propose a model of entrepreneurial discontinuance where initial firm resources and strategic HR practices influence firm survival in a dynamic pattern over time. We then test our model with a sample of over 13,100 firms tracked for seven years. We found support for the long term and stable effects of initial firm resources and the dynamic and mediating effects of HR practices. We conclude with a research agenda and practical recommendations for how nascent firms can prevent premature discontinuance.

Friday, 8:30am - 10:00am in Queen Anne Parlor

Strategy: Stakeholder Influence in Strategic Decisions

Facilitator: **Timothy M. Madden**, *Old Dominion University*

A STAKEHOLDER VIEW OF STRATEGIC BANKRUPTCY

Sharon D. James, *The Ohio State University*

There has been growing interest in whether and when a prepackaged, strategic Chapter 11 bankruptcy is a mechanism through which firms can make strategic changes that help to preserve value and create persistent improvements in performance. Using a stakeholder management view, this paper explores these issues in a study of publicly traded firms that filed for bankruptcy from 1980 to 1999. Theoretical predictions are developed regarding the influence of relationships with key stakeholders on a firm's decision to file for bankruptcy and subsequently emerge as a going concern entity. The results are consistent with a stakeholder view of strategic bankruptcy.

STAKEHOLDERS, REPUTATION AND COMPETITIVE ADVANTAGE: USING CONSTRUAL LEVEL THEORY TO PREDICT THE INFLUENCE OF TIME ON THE PERCEPTION OF WHAT MATTERS

Suzanne Carter, *Texas Christian University*

This study uses Construal Level Theory to develop a set of propositions that predict how temporal orientation will impact the perception of corporate reputation and the intention of the stakeholder to interact with the firm. We examine the impact of the stakeholder's cognitive schema when defining and reacting to an organization's attributes and impression management behavior and the organization's resultant reputation, in both reputation building and reputation repair situations. These propositions further our understanding of the impact of time on corporate reputation attributes, stakeholder behavior, and the ability of a firm to use its reputation to create a competitive advantage.

THE EFFECT OF TOP MANAGERS' SELF-IN-ROLE ON CORPORATE SOCIAL RESPONSIBILITY: A MULTILEVEL ARGUMENT

Elise Perrault, *College of Charleston*

Alexander J. Rieflin, *College of Charleston*

In this paper, we merge insights from the top management team, strategic choice, and identity streams of literature to offer a multilevel and multidisciplinary explanation to firms' level of engagement in corporate social responsibility (CSR). Considering CSR as a strategic choice, we explore the largely understudied processes through which managers proactively pursue the enactment of their self through the salience of their social role and their position of power in the firm's dominant coalition, that is, the effect of their self-in-role.

Friday, 8:30am - 10:00am in Royal A

Ethics/Soc/Div: To Be Or Not To Be: Choosing Ethical vs. Unethical Behavior

Facilitator: **Bryan S. Schaffer**, *University of North Carolina at Asheville*

ETHICAL MANAGEMENT DECISIONS: EXPLORING MANAGERIAL DILEMMAS THROUGH SPORT

Adam G. Pfleegor, *Louisiana State University*

Chad Seifried, *Louisiana State University*

This work encourages business scholars to consider sport settings to review management decisions regarding ethical dilemmas because of the vast opportunities that sport presents as a true interdisciplinary context. The need for a more ethically conscious management workforce is evident in many business sectors, and sport is certainly not immune from moral callousness. Although a multitude of ethical-decision making models for organizations have been posited, few exist for sport-specific contexts. Therefore, by establishing a foundation of ethical maxims and sport philosophical foundations, the aim of this conceptual research is to create a comprehensive etho-conventional decision-making model for sport managers.

GONE BUT NOT FORGOTTEN: REVISITING MORAL DISENGAGEMENT THEORY

Marilyn Whitman, *University of Alabama*
C. Justice Tillman, *Baruch College, CUNY*
K. Michele Kacmar, *University of Alabama*
Robert Steinbauer, *University of Memphis*

The present paper revisits moral disengagement theory (MDT) to demonstrate how the current interpretation of the theory limits its ability to fully explain the disengagement process. MDT seeks to explain how moral self-sanctions are merely suppressed, not completely eliminated. We integrate MDT and self-discrepancy theory (SDT) to demonstrate that individuals who morally disengage may still experience negative emotions and extend SDT to predict how these individuals manage negative emotions. Finally, we extend MDT by exploring how individuals, after learning the consequences of their actions, “live with themselves” and frame moral disengagement as a multi-stage, multi-functional regulatory and coping mechanism.

THE GOODY-GOOD EFFECT: WHEN SOCIAL COMPARISONS OF ETHICAL BEHAVIOR LEAD TO UNFAVORABLE OUTCOMES

Matthew Quade, *Oklahoma State University*
Rebecca Lee Greenbaum, *Oklahoma State University*

Extant research has demonstrated that ethical behavior is related to favorable outcomes for employees and organizations. However, research has yet to uncover potential unfavorable consequences to behaving ethically. We propose a theoretical model wherein employees who engage in a social comparison process based on ethical behavior leads to feelings of threat or enhancement, depending on the direction of the comparison. When employees recognize that a coworker is more ethical, they may respond by socially undermining and/or ostracizing the coworker due to experiencing threat. The direction of a performance comparison moderates this relationship. Implications and future directions are also discussed.

Friday, 8:30am - 10:00am in Royal B

HRM/Careers: Job Security, Staffing, and Union Membership

Facilitator: **Natasha Wilkins Randle**, *Mississippi State University-Meridian*

JOB INSECURITY AND EMPLOYEE PERFORMANCE: THE MODERATING ROLE OF TIME-VARYING ORGANIZATIONAL CHANGE

Désirée Schumacher, *Maastricht University*
Bert Schreurs, *Maastricht University*
Hetty van Emmerik, *Maastricht University*

Based on the tenets of uncertainty management theory, we argue that job insecurity is less detrimental to employee performance if there is good organizational change communication. We collected bi-weekly diary data over the course of six weeks from 90 employees facing organizational change. This within-person dataset was analyzed using random coefficient modeling. Results show that all model variables vary significantly over time. Job insecurity is negatively related to contextual performance only in those weeks in which organizational change communication was insufficient. No significant interaction effect was found for task performance.

THE DEVELOPMENT OF A MULTIDIMENSIONAL MEASURE OF UNDERSTAFFING

Cristina Keiko Hudson, *University of South Florida*
Winnie Shen, *University of South Florida*

Given the current economic recession and corresponding organizational downsizing, understaffing has become a hot topic in popular press and academic research alike. Using a sample of working students (N = 227), we created and validated a multidimensional measure of understaffing, representing both manpower and expertise deficiencies in work units. Our results show that manpower and expertise understaffing are distinct, but related dimensions, differentially associated with correlates, with expertise understaffing more strongly related to worker outcomes. Multiple mediation analyses indicated that role ambiguity, rather than workload, was the primary mediator in the relationships between understaffing and worker fatigue and organizational support.

UNION MEMBERSHIP: A SELF-CATEGORIZATION PERSPECTIVE

Ray Gibney Jr., *Pennsylvania State University at Harrisburg*
Thomas J. Zagenczyk, *Clemson University*
Marick F. Masters, *Wayne State University*

The percentage of unionized workers has been on a near constant decline since the 1970s. Various demographic, structural, organizational and governmental reasons have been offered to explain this decline in union density. We develop and test a model of union joining intentions based upon social custom theory and self-categorization. The model fit was assessed in LISREL utilizing a sample of 136 graduate and undergraduate students. In addition to finding support for the model, the data suggest that the perceived stereotypical union member is much different than the statistically average union member.

Friday, 8:30am - 10:00am in Royal C

Ethics/Soc/Div + HRM/Careers: Examining the Skills Gap: Academic and Managerial Implications of Workforce Preparation for the Knowledge Economy (Symposium)

Alice Stewart, *North Carolina A&T State University*
Fran Stewart, *Cleveland State University*
Hiram Barksdale, *Georgia State University*
Angela Miles, *North Carolina A&T State University*
Matrecia Long James, *Jacksonville University*
Susan M. Houghton, *North Carolina A&T State University*
Shona Morgan, *North Carolina A&T State University*
Charles Wilson, *Guilford Technical Community College*

The ability of educational institutions to properly prepare graduates for the 21st century knowledge economy is being questioned. A variety of studies and surveys have pointed to a skills gap between employer expectations and workforce preparation. This issue has been identified as one of national and societal importance due to its affect on U.S. competitiveness. This symposium explores the skills gap issue. Central themes include: determining the parameters of a potential skills gap, examining the nature of skills gaps in organizations, and articulating the implications of a skills gap for management research and management curricula.

Friday, 8:30am - 10:00am in Royal D

OB: Leadership in Organizations: Don't Forget About the Follower!

Facilitator: **Ray Sparrowe**, *Washington University in St. Louis*

**★BEST OVERALL PAPER AND BEST PAPER IN TRACK★
REVERSING THE LENS IN LEADERSHIP RESEARCH:
INVESTIGATING FOLLOWER ROLE ORIENTATION AND
LEADER OUTCOMES**

Melissa K. Carsten, *Winthrop University*
Mary Uhl-Bien, *The University of Nebraska-Lincoln*
Avin Manoj Jayawickrema, *Winthrop University*

Our study 'reverses the lens' in leadership research by examining follower characteristics and behaviors as antecedents of leader and organizational outcomes. We examine constructive follower role orientation and anti-authoritarian orientation as predictors of follower proactive and dissent behavior, and leader ratings of motivation and effectiveness. Our results suggest that constructive and anti-authoritarian follower role orientation affects proactive follower behavior and follower dissent, but that only proactive follower behavior serves as a mediator between follower role orientations and leader ratings of follower effectiveness and motivation. Implications are drawn for the literature on leadership and followership as well as organizations and managers.

**AN INVESTIGATION OF THE CURVILINEAR EFFECTS OF
CONTINGENT REWARD LEADERSHIP ON STRESS-
RELATED AND ATTITUDINAL OUTCOMES**

Kenneth J. Harris, *Indiana University Southeast*
Lisa M. Russell, *Indiana University Southeast*

Considerable research has accumulated on contingent reward leadership (CRL). As a whole, this research has found positive associations between CRL and desired outcomes. These findings have resulted in the notion that these relationships are linear, with ever increasing CRL being associated with better and better outcomes. However, there are theoretical and empirical reasons to question the assumed linearity of these relationships. In a sample of 397 police officers, our findings provide support for the notion that the linkages between CRL and the outcomes of stress, job burnout, and job satisfaction may best be represented as curvilinear as opposed to linear.

**MACHIAVELLIAN FOLLOWERSHIP AND INFLUENCE
TACTICS**

Rob McKee, *University of Houston*

In this study, I explore the dark side of followership, specifically followers' deliberate and self-serving manipulation of their supervisors. This conceptualization is examined and supported through an empirical, scenario-based study which connects subordinates' Machiavellianism with their intention to use specific influence tactics within the supervisor-subordinate relationship. Results support the contention that the sub-dimensions of Machiavellianism (i.e., amoral manipulation, desire for control) uniquely predict subordinates' use of particular influence tactics both within and across scenarios contrasted by the supervisor's susceptibility to influence. Additionally, gender is strongly connected to Machiavellianism, as well as the use of certain influence tactics.

**SHARED AUTHENTIC LEADERSHIP IN SCIENTIFIC
RESEARCH TEAMS**

Hannes Guenter, *Maastricht University*
William L. Gardner, *Texas Tech University*
Brandon Randolph-Seng, *Texas A&M University-Commerce*
Veena Prabhu, *California State University, Los Angeles*
Kelly M. Davis, *Texas Tech University*
Hetty van Emmerik, *Maastricht University*

Scientific research teams often benefit when team members have diverse expertise and experience; however that benefit may only be realized when that expertise and experience can be integrated—a process fraught with communication and coordination challenges. In this study, we proposed shared authentic leadership as a timely approach to addressing these challenges. We developed a multiple mediation model that suggested three mechanisms by which shared authentic leadership influences research team effectiveness: Shared mental models, team trust, and team coordination. We tested our model on more than one hundred coauthor teams that recently published a scientific article in a peer-reviewed management journal.

Friday, 10:00am - 10:30am in Queen Anne Ballroom

Networking Snack Break

Coordinator: **Joy H. Karriker**, *East Carolina University*

Friday, 10:00am - 12:00pm in La Nouvelle West

**Professional Development Institute: Moderation,
Mediation, and a Little Moderated Mediation:
Recommended Practices
(co-sponsored by the Research Methods Division of the
Academy of Management and CARMA)**

Lisa Schurer Lambert, *Georgia State University*

Models involving mediation or moderation are common in research. Despite the importance of moderation and mediation in theory development and testing, there can be considerable confusion over how to accurately test such models. This is a participative tutorial in best practices for testing moderation, mediation, and moderated mediated and mediated moderated models. The focus will be on the practical steps for specifying and testing models using examples common in management. Attendees will be encouraged to ask questions throughout the session.

MH: History Presents New IdeasFacilitator: **Andy M. Cwalina**, *Nova Southeastern University***POSITIVE LEADERSHIP IN THE EXTREME CONTEXTS OF THE EMANCIPATION ERA**

Jennifer Palar, *University of Mississippi*
Milorad M. Novicevic, *University of Mississippi*
John Humphreys, *Texas A&M University-Commerce*
Michael R. Buckley, *University of Oklahoma*

Through the lens of cognitive-affective processing system, we examined the positive leadership of Benjamin Montgomery, the first African American plantation owner, who faced a sequence of extreme events during the emancipation era. Using DICTION software, we analyzed the frequency of psychological capital components and positive behaviors against the extreme events mentioned in the letters he sent to his former owner. Our findings indicate that even the most extreme contextual change did not disrupt the coherence of Montgomery's positive behaviors throughout his time managing the plantation. However, aforementioned changes in contextual extremity did alter the configuration of his psychological capital components.

REVIEWING ORGANIZATIONAL INNOVATION THROUGH THE AMERICAN FOOTBALL BOWL GAMES CREATED BY THE UNITED STATES MILITARY FROM 1942 TO 1967

Chad Seifried, *Louisiana State University*
Matthew Katz, *The University of Texas at Austin*

In this study, the researchers examined organizational innovation within the United States military through reviewing the creation and maintenance of the military 'bowl' game phenomenon. Representing a tool for organizational innovation, the United States military created at least 111 football 'bowl' games in 57 locations across six continents from 1942 to 1967 (Seifried & Katz, 2011). Within, the researchers highlight items acknowledged above such as: 1) the resolution of crisis; 2) the emergence of transformational leaders; 3) the creation/use of novelty; and 4) the willingness to adapt for the study of organizational innovation.

THE NATURE OF WORK DURING THE INDUSTRIAL REVOLUTION: HOW THEORY X AROSE FROM A FUNDAMENTAL ATTRIBUTION ERROR

H. Kristl Davison, *University of Mississippi*
Jack Smothers, *University of Southern Indiana*

McGregor's (1960) Theory X states that employees are lazy and untrustworthy, whereas Theory Y states that employees are cooperative and friendly. We propose that Theory X resulted from a fundamental attribution error, in that managers assumed employees' lack of motivation was dispositional, not situational. We discuss factory work during the Industrial Revolution from a Job Characteristics Model perspective, and compare Theories X and Y in their focus on dispositional or situational influences on behavior. We reiterate that management theory development can benefit from understanding the historical context, and that considering both situational and person effects is important for theory development.

HC: Turnover and Retention in Health Care Organizations

Facilitators:

Papers 1 & 2: **Tom J. Sanders**, *University of Montevallo*
 Paper 3: **Bryan Rogers**, *Mississippi State University*

CRISIS IN HEALTHCARE: A META-ANALYTIC EXAMINATION OF CAUSES OF NURSE TURNOVER

Brett Joseph Litwiller, *University of Oklahoma*
Lori Anderson Snyder, *University of Oklahoma*
Darin Nei, *Hogan Assessment Systems*

The healthcare field is expected to be the fastest growing job field until 2020, causing an urgent need to focus on recruitment and retention. This meta-analysis examines the relationships between predictors of turnover (i.e., personal characteristics, role states, job characteristics, group/leader relations, organizational/environmental perceptions, and attitudinal reactions) and turnover cognitions and intentions, as well as actual turnover among nurses. Meta-analyzed correlations were subjected to path analysis to establish the structural relationships among the study variables. Based on 106 primary studies published between 1971-2010, leadership, network centrality, and organizational commitment are the strongest predictors of turnover. Implications for nurse management are discussed.

THE CONTAGIOUS NATURE OF "WATER COOLER" CONVERSATIONS: IMPLICATIONS FOR EMPLOYEE WITHDRAWAL.

Julie Hancock, *Rutgers, The State University of New Jersey*
David G. Allen, *University of Memphis*

Job affect, mobility, and labor market conditions have long been studied as predictors of employee withdrawal. However, the means by which individuals receive labor market information from referent others and how this spread of information influences job search behavior and, subsequently, employee withdrawal have not been examined. This study integrates the social contagion literature with that of social networks, positing how labor market information might spread through networks to influence individual job search and withdrawal intentions.

WHEN WORKING HARD DOES NOT PAY OFF: EXPLORING THE EFFECTS OF WORK INTENSITY AND WORK HOURS ON INTENT TO QUIT AND PSYCHOLOGICAL WELL-BEING

Ronald John Burke, *York University*
Janet A. Boekhorst, *York University*
Parbudyal Singh, *York University*

Drawing upon the job demands-resources model, we hypothesized that two job demands, namely work hours and work intensity, are positively related to quitting intentions, exhaustion, and psychosomatic symptoms. We also hypothesized that work hours and work intensification would be negatively related to life satisfaction. These hypotheses were tested using a sample of 290 hospital-based nurses in Canada. The results show that work intensity and work hours are significantly correlated. However, in contrast to hours worked, work intensity was more strongly and consistently related to the outcomes. In particular, work intensity was generally negatively related to intent to quit and well-being.

Friday, 10:30am - 12:00pm in Iberville

OB: Abusive Supervision: Novel Questions (and Answers)

Facilitator: **Jenny M. Hoobler**, *University of Illinois at Chicago*

CRACKING THE WHIP: WHEN DO DEMANDS FOR HIGH PERFORMANCE BECOME 'ABUSIVE SUPERVISION'?

Neal M. Ashkanasy, *The University of Queensland*
Rebecca J. Bennett, *Louisiana Tech University*
Mark J. Martinko, *The University of Queensland*

We propose a theoretical model to help explain when high supervisory performance demands are viewed as appropriate versus abusive. Leaders such as Lyndon B. Johnson, Steve Jobs and Bobby Knight all displayed behavior that many would consider abusive but nevertheless had a group of loyal, dedicated, and appreciative subordinates. To explain why some subordinates experience negative affect and perceive abuse while others experience positive affect, we develop theory and a model based on affective events and attribution theories while integrating the literatures on authentic leadership, pseudo-transformational leadership, trust, emotional intelligence, and justice theory.

UNDERSTANDING THE COMPLEX RELATIONSHIP BETWEEN ABUSIVE SUPERVISION AND WORK-RELATED OUTCOMES: THE ROLE OF RESOURCE MANAGEMENT AND PROACTIVE VOICE

Philip S. DeOrtentiis, *Florida State University*

The relationship between abusive supervision and work-related outcomes has often presented abuse as a threat and a source of stress. This paper highlights factors that influence appraisal of threat and mechanisms that influence negative effects of abusive supervision before. The sample consisted 216 white-collar medical personnel. A three-way interaction of abusive supervision x resource management x proactive voice is proposed. Support was found for the effects of this interaction on the four work-related outcomes. The negative effects of abusive supervision were found to be lessened with individuals who possessed high resource management and high proactive voice.

WHAT REALLY MAKES ABUSIVE SUPERVISION BAD? WHEN THE ABUSER IS ALSO VIEWED AS PROMOTABLE

Kenneth J. Harris, *Indiana University Southeast*
K. Michele Kacmar, *University of Alabama*

Abusive supervision has been shown to be negatively related to desirable outcomes. However, little is known about supervisor variables that may intensify these negative effects. In this study we draw on power-dependence theory to investigate supervisors' promotability ratings (from their leaders) as a moderator of the relationships between abusive supervision and the consequences of job performance and commitment. We examined these relationships in 142 supervisor-subordinate dyads in a public organization in the United States. Results indicated that abusive supervision was negatively related to job performance and commitment, and that these associations were strongest when supervisors were rated as promotable.

Friday, 10:30am - 12:00pm in La Nouvelle East

OB + RM: Ask the Experts: Advice for Identifying and Remedying the Effects of Common Method Variance (Symposium)

Chu-Hsiang Chang, *Michigan State University*
Russell Johnson, *Michigan State University*
Nathan Podsakoff, *University of Arizona*
Paul E. Spector, *University of South Florida*
Hettie A. Richardson, *Texas Christian University*
Larry J. Williams, *Wayne State University*

The goal of this symposium is to discuss key issues associated with common method variance (CMV), a topic that has received a substantial amount of attention in recent years. To this end, five experts – Russell Johnson, Nathan Podsakoff, Paul Spector, Hettie Richardson, and Larry Williams – will discuss issues surrounding CMV, with a focus on identifying (a) the extent to which CMV is a problem and (b) practices that may limit the effects of CMV. Each panelist will provide an overview of their research on this topic and the floor will then be opened for an extended Q&A session

Friday, 10:30am - 12:00pm in Orleans

Strategy: CEO and Director Compensation and Turnover

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

GRABBING FOR THE CARROT: EXAMINING THE INFLUENCE OF CEO INCENTIVE COMPENSATION ON COMPETITIVE AGGRESSIVENESS

Carla D. Jones, *University of Houston*
Phillip M. Jolly, *University of Houston*

Scholars have long investigated the relationship between executive compensation and firm performance. Recently, there has been an effort to take a more fine-grained approach to investigating this relationship, by exploring the effects that the components of executive compensation can have on specific executive behaviors. In order to add to this growing literature, we integrate behavioral agency theory and competitive dynamics to examine the effects of individual components of executive incentive compensation (stock options and restricted stock) on the competitive aggressiveness of firms. Implications of our findings for both researchers and practitioners are discussed.

WHERE HAVE ALL THE CEO DIRECTORS GONE? A MATCHING PERSPECTIVE OF CEO DIRECTOR TURNOVER

Michael C. Withers, *Texas A&M University*
Carla D. Jones, *University of Houston*
Dong Wook Huh, *Texas A&M University*

Outside CEO directors provide a number of critical benefits to the boards they serve through their expertise and experiences. As such, these directors are highly valued on the market for corporate directors. However, retaining these directors can be challenging given their other commitments and recent institutional changes. This paper applies matching theory to the interaction of board and individual-level factors that influence outside CEO director turnover. From this theoretical perspective, we examine a number of potential antecedents to CEO director turnover—including CEO duality, firm prestige, performance, and Sarbanes-Oxley—using a sample of 244 Fortune 500 firms from 1999 to 2010.

WHO ARE YOU PROMOTING? VOLUNTARY PUBLIC DISCLOSURES AND EXECUTIVE TURNOVER

Ithai Stern, *Northwestern University*

Sharon D. James, *The Ohio State University*

This paper integrates two complementary research streams: strategic human resource management and media relations management. We argue that when publicly traded firms voluntarily and publicly disclose information about their value creation and appropriation activities they also send positive signals to managerial labor markets regarding executives' opportunity recognition and exploitation capabilities. We hypothesize a positive association between public disclosures and voluntary executive turnover. An analysis of pharmaceutical and communications equipment firms from 1990 to 2004 strongly supports our premise, underscoring the potential effect of voluntary public disclosures on a firm's ability to isolate and protect its human capital from expropriation.

Friday, 10:30am - 12:00pm in Queen Anne Parlor

Ent/Innov + Int: International Entrepreneurship

Facilitators: **Julita Haber & Nina Sarkar**, *City University of New York*

EXAMINING THE ROLE OF HOST COUNTRY INSTITUTIONS ON CROSS-BORDER ACQUISITION CHOICE, PROCESS AND OUTCOMES

Ben L. Kedia, *University of Memphis*

Rama Krishna Reddy, *University of Memphis*

Frances H. Fabian, *University of Memphis*

We investigate the impact of host-country institutions on acquirer's cross border equity acquisition (CBEA) and acquisition-duration. Additionally, we study the impact of CBEA on acquisition-duration and acquisition-premium. We develop and test a model that explains how political-openness and regulatory-encumbrance of host country institutions effect cross border equity acquisition and acquisition duration; CBEAs effect on acquisition-duration and premium. We test our model using a sample of 1435 cross border acquisitions in high-tech industry. We find that host-country political and regulatory environment explains variation in CBEA. We also find that CBEA explains variation in acquisition-premium and mediates relationship between host-institutions and acquisition-duration.

MODERATING IMPACT OF CLUSTER REGION ON THE RELATION BETWEEN PERSONALITY & ENTREPRENEURIAL INTENTIONS

Ratan Dheer, *Florida Atlantic University*

We analyze the moderating impact of cluster regions on the relationship between personality and entrepreneurial intentions. The results support the notion that there is a positive relationship between personality and entrepreneurial intentions. The results also offer support to the conceptual models of entrepreneurial intentions proposed by Bird (1988a) and Boyd (1994). Further we indicate that individuals living in different regions will differ in the extent of their entrepreneurial intentions.

THE SIGNAL COMPLEXITY OF INTERNATIONAL ALLIANCES IN ENTREPRENEURIAL FIRMS

Adam Smith, *Old Dominion University*

Kaveh Moghaddam, *University of Houston-Victoria*

Mike Provance, *Old Dominion University*

We apply signal theory to the process of firm valuation. Using archival data from high-tech U.S. firms, we examine the role of international alliancing on firm growth potential. Results indicate that the use of international alliances, the type of alliance, and alliancing in institutionally challenging regions all positively affect investors' valuations of an entrepreneurial venture. These results suggest that in addition to benefits associated with gaining access to a partner's knowledge or market to leverage existing competencies in an entrepreneurial firm, alliances can serve to signal venture capitalists about the managerial competence of the venture.

Friday, 10:30am - 12:00pm in Royal A

Ethics/Soc/Div: Research in Corporate Social Responsibility: Questions Unanswered

Facilitator: **Ad van Iterson**, *Maastricht University*

AUTHENTIC VS. PSEUDO CSR: WHAT IS THE DIFFERENCE AND WHY DOES IT MATTER?

Julia Lynn Herchen, *University of North Texas*

This paper provides new insight into the circumstances under which Corporate Social Responsibility (CSR) drives corporate financial performance (CFP). CSR is bifurcated into two constructs; authentic CSR which is embedded in organizational structure and pseudo CSR which is decoupled from organizational structure. Organizational motivations are explored as antecedents of the two types of CSR. The multi-level model presented shows how individual employee performance mediates the relationship between authentic CSR and CFP. The model posits a 'virtuous circle' where authentic CSR drives superior CFP which, in turn, creates resource slack that allows for future investment in CSR.

IS CSR VALUED IN M&AS?

Pamela Harper, *Rensselaer Polytechnic Institute*

Timothy Harper, *Skidmore College*

The M&A market offers a unique framework for shedding new light on the extent to which CSR enhances firm value. Using KLD as a measure of the level and type of CSR performance for 17,541 firms over a seventeen year period from 1993 to 2009, the findings suggest that strong CSR performance is positively related to the propensity to be targeted in an M&A. Interestingly, mixed (both strengths and weaknesses) CSR performance is positively associated with the propensity for a firm to be an M&A target, possibly due to its attractiveness as an under-valued acquisition opportunity.

THE PURSUIT OF SOCIAL AGENDAS IN FOR-PROFIT ORGANIZATIONS

Benjamin Nathan Alexander, *Tulane University*

Many for-profit organizations pursue a social agenda. The organizational landscape for these for-profit companies has become more complex since 2008 with the introduction of new regulatory structures. The centrality of the social agenda, relative to profit, varies across different organizational categories, and the legitimacy of different organizational fields populated by these companies is also likely to vary. I develop propositions based on the institutional contexts occupied by traditional business corporations pursuing corporate social responsibility agendas, benefit corporations, and L3Cs, predicting distinct patterns of field level legitimacy and legitimate performance within fields.

Friday, 10:30am - 12:00pm in Royal B

RM: Statistical Issues: Aggregation, Curvilinearity, and Dissemination Bias

Facilitator: **Steve Werner**, *University of Houston*

GOING BEYOND LINEAR RELATIONSHIPS TOWARDS CHOOSING AMONG FUNCTIONAL FORMS

Yongheng Yao, *Concordia University*

This study examines the difference between the linear and the nonlinear models when used to explain and understand organizational phenomena. Specifically, the linear model is useful to estimate average effects, and the nonlinear model is useful to study marginal effects. This study also shows the distinction between logarithmic and curvilinear functions as two typical functions available from the nonlinear model. One is useful to detect the diminishing marginal effect and the other can detect a critical point where the marginal effect becomes zero. Results of this study encourage management researchers to take advantage of the nonlinear model.

★BEST PAPER IN TRACK★

JUSTIFYING AGGREGATION IN MULTILEVEL RESEARCH: A REVIEW AND EXAMINATION OF CUTOFF VALUES FOR COMMON AGGREGATION INDICES

Andrew C. Loignon, *University of North Carolina at Charlotte*
Paul Schmidt, *University of North Carolina at Charlotte*
David J. Woehr, *University of North Carolina at Charlotte*
Misty Loughry, *Georgia Southern University*

Management researchers often use multi-level, compositional models to examine the antecedents and effects of higher-level constructs. Typically, researchers present three indices, rwg, ICC(1), and ICC(2), to demonstrate agreement and consistency among lower-level units when justifying aggregation. Nevertheless, researchers debate what values for these indices are sufficient. This study examines the distributional characteristics of the ICC(1), ICC(2), and rwg values from three sources: the multilevel literature, a large multinational sample of student teams, and a large sample of randomly generated "pseudo-teams." Our results support the commonly used values for the ICCs, but suggest that .7 might be lenient for the rwg statistic.

TRACKING SMA PAPERS TO JOURNAL PUBLICATION: AN INVESTIGATION INTO THE PHASES OF DISSEMINATION BIAS

George Christopher Banks, *Longwood University*
Ernest OBoyle Jr., *University of Iowa*
Charles D. White, *Longwood University*
John Batchelor, *University of West Florida*

We reviewed 576 papers from Southern Management Association conferences (2003–2012) and 196 (34%) resulting journal publications for dissemination biases. There was only a small difference between published and unpublished SMA papers in terms of statistical significance (Cohen's $d = .15$). Engagement in questionable research practices (QRPs) was rare. However, when such practices did occur, unsupported hypotheses were more likely to become supported (35%) than supported hypotheses becoming unsupported (13%). These findings add nuance to previous research by illustrating that unlike dissertations, the dissemination biases largely do not affect the availability of results from conference papers.

Friday, 10:30am - 12:00pm in Royal C

Teaching: On the Subject of Old and New Teaching Techniques

Facilitator: **Richard S. Kelso**, *University of South Florida Polytechnic*

FLIPPING THE MANAGEMENT CLASSROOM UPSIDE DOWN (60 minute presentation)

Jennifer Collins, *Florida A&M University*
Shawnta Friday-Stroud, *Florida A&M University*
Peggy Golden, *Florida Atlantic University*
Matrecia Long James, *Jacksonville University*
Jenay Sermon, *Florida A&M University*

Management educators are grappling with engaging and motivating Generation NeXt learners while meeting the assessment requirements of accrediting organizations. This interactive workshop allows participants to learn how to design and use Student Centered Active Learning Environment using Upside down Pedagogy (SCALE-UP) to improve student learning as well as provide assessment tools. The workshop entails: examining research on student learning, discussing the benefits of SCALE-UP and active learning strategies for use in business education classrooms. By the end of the session, participants will be able to develop an action plan to "flip" a course of their choice upside down.

**TEACHER BEWARE: THE IMPACT OF IGNORING
TEXTBOOK ADOPTION ON STUDENTS' LEARNING
OUTCOMES (30 minute presentation)**

Brendan Mark Richard, *University of Central Florida*
Dean Cleavenger, *University of Central Florida*

Textbooks constitute a significant component of educational costs that many students are choosing to avoid. This study examines the student textbook acquisition decision and purchase process. Qualitative analysis of survey responses are employed to better understand the purchase decision process and the perceived value of educational materials. Our findings extend the literature by exposing the complex analysis that occurs. The implications of these findings are discussed as recommendations to instructors on improving required textbook adoption amongst students. Instructors are encouraged to assess textbook adoption, assess the textbook relative to supplemental material, and if necessary manage messaging to ensure increased adoption.

Friday, 10:30am - 12:00pm in Royal D

**OB: Theoretical Perspectives on Organizational
Change**

Facilitator: **Hwangji S. Lu**, *Ashford University*

**HELPING THE ORGANIZATION ACHIEVE
ENVIRONMENTAL SUSTAINABILITY GOALS:
INTEGRATING TWO THEORIES OF MOTIVATION**

Tony Swaim, *Kennesaw State University*
Amy B. Henley, *Kennesaw State University*
Michael Maloni, *Kennesaw State University*

Despite significant research aimed at understanding the influences leading to attainment of corporate environmental sustainability goals, this same literature does not reflect employee support for organizations' environmental sustainability initiatives. To address this lack of support as well as improve predictability of employee intentions and commitment to corporate sustainability goals, we augment goal-setting theory by constructing a conceptual model based on the theory of planned behavior. We develop propositions to illustrate how the theory of planned behavior relate to the underlying premises of goal-setting theory, creating the potential to increase levels of employee intentions and actions toward organizational environmental sustainability goals.

**TARGETING CHANGE SUCCESS THROUGH ATTITUDES:
AN INTERACTIONIST PERSPECTIVE**

Mickey B. Smith, *Oklahoma State University*
Brian Webster, *Oklahoma State University*

This paper proposes a conceptual model of the interactive effects among individual, social, and contextual factors on the development of attitudes toward change. Specifically, we expect regulatory focus to directly affect change attitudes (i.e., change readiness, commitment to change), where promotion (prevention) focus positively (negatively) relates to change attitudes. We explore two moderators (i.e., centrality, climate for change readiness) and how they interact with regulatory focus to influence change attitudes. Change attitudes are explained as one mechanism through which to explore the ultimate success of planned organizational change.

**THE EFFECT OF ACQUISITIONS ON THE INDIVIDUAL:
AN EMPOWERMENT PERSPECTIVE**

Joseph Harrison, *Texas A&M University*

Although the high failure rate of acquisitions is often attributed to "people issues", little research has examined the effect of acquisitions on the individual. Drawing on the empowerment and change literatures, I introduce a model to examine this effect. I propose that acquisitions, which may be conceptualized as a change event, lead to changes in psychological empowerment, which then affects various individual outcomes relevant to acquisition performance—task performance, turnover intention, and voluntary turnover. I also propose two moderators to the relationship between acquisitions and empowerment—leader-member exchange and openness to experience. I conclude by discussing implications for theory and practice.

Friday, 12:00pm - 3:00pm in Riverview

**SMA Officers and Board Luncheon Meeting
(by invitation only)**

Coordinator: **Christopher Shook**, *Auburn University* (Incoming SMA President)

Friday, 1:00pm - 3:00pm in La Nouvelle West

**Professional Development Institute: An Introduction to
Multilevel Modeling
(co-sponsored by CARMA)**

Mark B. Gavin, *West Virginia University*

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

Friday, 1:15pm - 2:45pm in Bienville

OT: Organizations Impacting Their Members

Facilitator: **Izabela Szymanska**, *University of North Carolina at Charlotte*

BOARD MEMBERS' ORGANIZATIONAL IDENTIFICATION AND FIRM FINANCIAL PERFORMANCE: AN IDENTITY THEORY PERSPECTIVE

Orhun Guldiken, *Old Dominion University*

By relying on identity theory, we argue that board members' collective strength of identification with their organization is positively associated with the firm's financial performance. We also examine the mediating role of behavioral integration of the board of directors, the board's strategy involvement role and board opportunism in our model. We respond to calls to develop mediation models to understand the "black box" in governance research. We also contribute to the literature on boards of directors by arguing that director effectiveness may be a function of psychological factors such as directors' organizational identification. We discuss the implications of our arguments.

LONGITUDINAL EXAMINATION OF ORGANIZATIONAL VARIABLES THAT MITIGATE OR EXACERBATE COLLECTIVE TRUST DURING DOWNSIZING

Jennifer L. Franczak, *University of New Hampshire*

Jennifer Robin, *Bradley University*

This study examines the moderating effects of several organizational variables on the relationship between downsizing and collective trust. Trust is an essential component to understanding survivors' reactions to downsizing and there may be variables that exacerbate or mitigate that relationship by signaling organizational injustices. We utilize a latent growth curve analysis and found several variables: severity of downsizing, voluntary turnover, and CEO pay, moderate the relationship between downsizing and collective trust. The results provide insight into the impact of downsizing on the survivors, ways to mitigate the negative consequences of downsizing, and uncover opportunities for extending management theory.

Friday, 1:15pm - 2:45pm in Cabildo

OT: Managing International Business Education: The Benefits of Study Abroad Programs for Students and Faculty (Symposium)

Tammy G. Hunt, *University of North Carolina at Wilmington*

Rebecca M. Guidice, *University of North Carolina at Wilmington*

Mary Gowan, *James Madison University*

Foard F. Jones, *University of Central Florida*

This symposium includes four presentations relevant to designing, organizing, recruiting and implementing study abroad programs for undergraduate and graduate students, and for designing, recruiting and implementing international faculty exchanges for research and teaching. Cultural immersion in an international setting is valuable to both student and faculty attitudes, learning, and outcomes in both research productivity and business school alumni careers. All four panelists have coordinated various student and faculty exchanges; they will share their perspectives and experience. The symposium is designed for presenting information regarding international education with audience interaction and questions, along with best practices of management education.

Friday, 1:15pm - 2:45pm in Iberville

RM + HRM/Careers + OB: Measurement Refinement in Mentoring Research (Symposium)

Ethlyn A. Williams, *Florida Atlantic University*

Stephanie L. Castro, *Florida Atlantic University*

Bryan Joab Deptula, *Central Washington University*

Terri A. Scandura, *University of Miami*

Juanita Woods, *Florida Atlantic University*

Mentoring is critical for employee development. The symposium explores deficiencies identified in Allen et al. (2008) in construct validity and psychometric properties of existing measures. The first presentation reviews the state of mentoring measurement, practices used when revising measures, and recommends a structured approach. The second presentation examines the need to explore authenticity and its measurement as an integral component in the study of developmental relationships. The third presentation develops and validates a measure of developmental partnerships to capture authenticity in mentoring. The findings of these studies are synthesized and discussed in terms of future research and practical measurement implications.

Friday, 1:15pm - 2:45pm in La Nouvelle East

Professional Development Institute: International Perspectives on Teaching

Neal M. Ashkanasy, *The University of Queensland*

Kevin B. Lowe, *University of North Carolina at Greensboro*

Hetty van Emmerik, *Maastricht University*

Ad van Iterson, *Maastricht University*

Faculty and student preferences for pedagogical techniques vary across cultures. In this session, educators who have taught and trained in multiple cultures will share their insights regarding cross-cultural differences in teaching and best practices across cultures.

Friday, 1:15pm - 2:45pm in Orleans

Ent/Innov: Base of the Pyramid

Facilitator: **Amine Abi Aad**, *University of Alabama*

CAN FRANCHISING BE AN ECONOMIC DEVELOPMENT STRATEGY?

Steven Michael, *University of Illinois at Urbana-Champaign*

Prior research has examined why franchisors expand abroad, but no paper has empirically examined the role of franchising in the macroeconomy of developing nations. In this note, the pattern of franchising development is statistically analyzed within the context of the general economic development of Latin America. It is found that franchising leads, rather than follows, economic development, suggesting that franchising can be a development strategy. Implications for theory and policy are considered.

SUBSISTENCE MARKETS AND ENTREPRENEUR COGNITIONS: A ROLE FOR ENTREPRENEURSHIP ENABLING ORGANIZATIONS

Adam Smith, *Old Dominion University*
Amir Pezeshkan, *Old Dominion University*
Anil Nair, *Old Dominion University*

Entrepreneurship enabling organizations (EEOs) in subsistence markets have increased in number in recent years. The ability of EEOs in subsistence markets to provide venture scripts (socially learned knowledge structures that allow for successful entrepreneurial activity) is critical for the success of their poor stakeholders. EEOs may be able to best provide these scripts when they construct proto-institutions which shelter entrepreneurs from harsher institutional realities. In fact, the building blocks of these proto-institutions, social bridging capital, local embeddedness, and concept cognitive legitimacy are key antecedents to the development of these venture scripts. Impact on poverty alleviation research and practice are discussed.

★BEST PAPER IN TRACK★

THE ROBUSTNESS OF INSTITUTIONS AND ENTREPRENEURSHIP OUTCOMES IN DEVELOPING AND EMERGING ECONOMIES

Theodore Khoury, *Portland State University*
Justin Webb, *Oklahoma State University*
Ajnes Prasad, *University of New South Wales*

We draw upon institutional theory and development-based research to propose how formal and informal institutions influence entrepreneurship in developing and emerging economies (DEEs). We argue that both formal and informal institutions in such societies vary in their robustness. Expanding the existing literature's emphasis on outcomes, we propose the relationship between institutional robustness and entrepreneurship to theorize how levels of entrepreneurial activity can occur, the unique form—per the degree of formal versus informal versus criminal, and the character of entrepreneurship, which accounts for activity around oriented towards growth- versus lifestyle- versus subsistence-based endeavors. We provide theoretical and practice-based implications.

Friday, 1:15pm - 2:45pm in Royal A

Ethics/Soc/Div: Organizational Issues: Ethical Leadership and Diversity Climate

Facilitator: **Jakari Griffith**, *Bridgewater State University*

DOES IT MATTER WHO SAYS IT AND HOW THEY SAY IT? EXAMINING THE EFFECTS OF RACE AND ETHICAL COMMUNICATION STYLE ON FOLLOWER ETHICAL LEADERSHIP PERCEPTIONS

Dennis Marquardt, *University of Texas at Arlington*
Lee Warren Brown, *University of Texas at Arlington*

In the ethical leadership literature there is a paucity of research examining the effects of a leader's communication style and demographic characteristics on their subsequent ethical leadership perceptions. This study is one of the first to examine this relationship. Using a sample of almost 200 respondents in an experimental manipulation, we empirically test under what conditions the race of a leader impacts ethical leadership perceptions. We find that high ethical communication from a leader can mitigate the effects of aversive racism in ethical leadership judgments.

★BEST DOCTORAL PAPER IN TRACK★

ORGANIZATIONAL INCLUSION: A VALUABLE BYPRODUCT OF ETHICAL AND POLITICALLY SKILLED LEADERSHIP

Darryl Rice, *University of Central Florida*
Nicole Carrie Jones, *University of Connecticut*

This paper investigates the relationship between leader behavior and organizational inclusion. Specifically, we argue that a “welcoming experience” is a natural result of ethical leadership and leader political skill. Furthermore, we suggest and explicate why organizational inclusion mediates the relationship between leader behavior and critical organizational concerns (i.e., trust and performance). Thus, we conclude that ethical and politically skilled leadership is an effective way of managing a diverse organization. Results and implications for theory and practice are discussed.

RELATIONAL DEMOGRAPHY AND THE INFLUENCE ON THE PSYCHOLOGICAL DIVERSITY CLIMATE-ORGANIZATIONAL IDENTIFICATION RELATIONSHIP

Brooklyn Cole, *University of North Texas*
Raymond J. Jones III, *University of Minnesota Duluth*
Lisa M. Russell, *Indiana University Southeast*

Given the lack of research on the influence of psychological diversity climate (PDC) on organizational identification (OID) and potential boundary conditions of the relationship, we examine the interactional effect of relational demography on the PDC–OID relationship as well as distinguish variations based on subordinate race. Results from a sample of four small-to-medium sized organizations support a positive relationship between PDC and OID. Additionally, results of the three-way interaction between PDC, relational demography, and subordinate race indicate differences in employee perceptions of supervisor dissimilarity which ultimately influences the strength of PDC–OID.

Friday, 1:15pm - 2:45pm in Royal B

Strategy: Governance and Top Management Teams

Facilitator: **James W. Logan**, *University of New Orleans*

POST-IPO CORPORATE GOVERNANCE CHANGES IN ENTREPRENEURIAL FIRMS: IMPLICATIONS FOR SURVIVAL AND PERFORMANCE

Son Le, *Louisiana Tech University*
Bruce Walters, *Louisiana Tech University*
Mark Kroll, *University of Texas at Brownsville*
Connor James McMahon, *Louisiana Tech University*

We investigate the impact of the pace of change in post-IPO corporate governance practices on the survival and performance of young firms. We find that a high pace of pre-IPO top manager losses is associated with a lower likelihood of survival and performance, and that the negative impact is more severe when the pace of adding new outside directors is high. When managers quickly reduce their ownership, a rapid pace of management and board additions appears warranted. Finally, with a founding CEO present, the negative interactive effect of the pace of TMT losses and board alterations on is intensified.

REDIRECTING ATTENTION: THE BOARD'S INFLUENCE ON THE TMT'S ENTREPRENEURIAL ATTENTION

Marius Luber, *Ludwig Maximilians University of Munich*
Anja Tuschke, *Ludwig Maximilians University of Munich*

In this study, we address the question of why some top management teams (TMT) allocate more attention towards the identification of new business opportunities, while others don't. Based on the attention-based view, we argue that boards of directors can enhance TMT entrepreneurial attention by interacting with the TMT and supplementing its ability to attend to entrepreneurial issues. Analyzing a sample of large German firms between 2004 and 2011, we find support for our theorizing that both, TMTs and boards can influence TMT entrepreneurial attention. In addition, we show that firm complexity restrains the board's impact on TMT entrepreneurial attention.

WHY EXECUTIVES MATTER: TOP MANAGEMENT TEAM'S ROLE IN ABSORPTIVE CAPACITY DEVELOPMENT

Hansin Bilgili, *University of Arkansas*
Joanna Tochman Campbell, *Texas A&M University*

Both organizational absorptive capacity and top management team (TMT) characteristics have long research traditions; however, the two streams of research have developed along separate lines. Building on upper echelons theory, this paper attempts to reconcile these research streams by investigating how TMT characteristics impact organizations' absorptive capacity development. Three characteristics of the TMT – size, tenure, and heterogeneity – and their impact on components of organizations' absorptive capacity development – recognition, acquisition, assimilation, transformation, and exploitation – are examined. Furthermore, we discuss the mediating role of absorptive capacity development on the relationship between TMT characteristics and organizational innovation.

Friday, 1:15pm - 2:45pm in Royal C

OB: Advances in Workplace Mistreatment (Symposium)

Josh Allen, *Florida International University*
Suzy Fox, *Loyola University Chicago*
Rachel Elizabeth Kane-Frieder, *Florida State University*
Stacey R. Kessler, *Montclair State University*
Paul E. Spector, *University of South Florida*

Workplace abuse is a quickly growing area of interest due to the detrimental effects on employee well-being, as well as the negative impact on organizational outcomes. This symposium seeks to fill gaps in the theoretical and empirical understanding of workplace abuse. Specifically, this symposium focuses on several different areas of abuse (abusive supervision, bullying, incivility, and workplace aggression), the outcomes of abuse, mediators and moderators of the relationships between workplace abuse and outcomes, organizational factors leading to abuse, and the discrepancy between beliefs and organizational practices.

Friday, 1:15pm - 2:45pm in Royal D

OB: Welcome to the Bright Side: Positive Perspectives on Politics and Leadership

Facilitator: **Laci Rogers**, *University of Southern Indiana*

CHARISMATIC RHETORIC IN LEADERSHIP CONTESTS: AN EXAMINATION OF PRESIDENTIAL DEBATES

John Edward Baur, *University of Oklahoma*
Thomas H. Allison, *University of Oklahoma*
Aaron Francis McKenny, *University of Oklahoma*
Jeremy C. Short, *University of Oklahoma*
Michael R. Buckley, *University of Oklahoma*

Leadership contests represent an important but under researched phenomena. Charismatic rhetoric provides a base to examine factors that influence leadership contests however little is known regarding how charisma impacts followers over time. We examine how charismatic rhetoric predicts both short and long-term contest winners in a two-study analysis using presidential debates. First we examine the effects of the dimensions of charismatic rhetoric on contest winners. Then, with an exploratory configurations approach, we evaluate the impact of rhetorical strategies on contest winners. We contribute to research by exploring how rhetorical dimensions are interwoven and providing the first evaluation of charismatic strategies.

LEADER POLITICAL SUPPORT: RECONSIDERING LEADER POLITICAL BEHAVIOR

B. Parker Ellen III, *Florida State University*
Gerald R. Ferris, *Florida State University*

Politics and political leader behavior historically have been classified as self-serving and counter-productive. However, scholars repeatedly have noted that political acts can achieve positive ends, and have called for further discussion of positive forms of political leadership. Continuing in this recent stream of research on positive perspectives of organizational politics, a model of leader political support is presented. The political support construct is defined and its antecedents are explicated using a social networks perspective. Additionally, the multi-level organizational consequences of leader political support are presented. Contributions to leadership and organizational politics literatures and directions for future research are discussed.

THE EFFECTS OF ETHICAL LEADERSHIP AND PEER ABUSIVE BEHAVIOR ON INDIVIDUAL ABUSIVE BEHAVIOR

Leanne Atwater, *University of Houston*
Lisa Penney, *University of Houston*
L. A. Witt, *University of Houston*

We proposed a psychological process in which ethical leadership influences employee abusive behavior through perceptions of peer abuse within the workgroup. Moreover, we argued that individual differences in conscientiousness affect this process. Data collected from 235 military personnel largely support our hypotheses. The negative relationship between ethical leadership and individual abusive behavior was fully mediated by perceptions of peer abusive behavior. Ethical leadership reduces the level of abuse performed by followers primarily by reducing follower perceptions of abuse by peers. This indirect effect was stronger among individuals high as opposed to low in conscientiousness.

Friday, 2:45pm - 3:15pm in Queen Anne Ballroom

Networking Snack Break

Coordinator: Joy H. Karriker, *East Carolina University*

Friday, 3:00pm - 5:00pm in La Nouvelle West

**Professional Development Institute: Basic Techniques
in Structural Equation Modeling
(co-sponsored by CARMA)**

Larry J. Williams, *Wayne State University*

This workshop will provide an overview of the conceptual and statistical basics of structural equation models. Attendees will learn about latent and indicator variables, how they are connected in a measurement model, and how relations among latent variables are examined in a path model. An introduction to relevant software will be included, as well as guidelines for model evaluation.

Friday, 3:15pm - 4:45pm in Bienville

**Int: Strategies, Performance and International
Management**

Facilitator: **Chandan Acharya**, *University of North Texas*

**DETERMINANTS OF EARLY INTERNATIONALIZING
FIRM PERFORMANCE: A REVIEW OF THE EMPIRICAL
LITERATURE**

Kim Clark, *Saint Mary's College of California*
Gordian Rättich, *The Boston Consulting Group*
Evi Hartmann, *University of Erlangen-Nuremberg*
Indu Ramachandran, *Texas State University*

Performance has been one of the main dependent variables in examining why some early internationalizing firms (EIFs) succeed in the international arena while others fail. In order to enhance our understanding of EIF performance and its determinants, we have conducted a review of the empirical literature between 1995 and 2012. The objectives of this study are to: (i) systematically analyze EIF literature to identify how performance has been empirically examined, (ii) methodically identify and synthesize the determinants of performance with respect to EIFs' specific resources, capabilities, strategies and external factors, and (iii) make suggestions for future research.

**OFFSHORING AND ORGANIZATIONAL INNOVATION:
THE MODERATING ROLES OF ABSORPTIVE CAPACITY
AND INTER-FUNCTIONAL INTEGRATION**

Mahmoud Fallatah, *University of Texas at Arlington*

The paper extends previous research on the relationship between offshoring and organizational innovation. Building on prior research that suggested a curvilinear relationship between offshoring and innovation, this paper extends our understanding about the relationship by discussing the mediating role of knowledge transfer, and by introducing two moderators that have a direct influence on the relationship. I argue that the relationship between offshoring and innovation is mediated by an organization's ability to transfer knowledge among its offshored and home-based units. Further, I propose that when offshoring, organizations with higher absorptive capacity and inter-functional integration are more likely to innovate.

**THE EFFECTS OF CHINA'S LOCATION ADVANTAGES
AND LOCATION DISADVANTAGES ON MNCs'
ESTABLISHMENT OF CHINA R&D CENTERS**

R. Michael Holmes Jr., *Florida State University*
Haiyang Li, *Rice University*
Michael Hitt, *Texas A&M University*
Kaitlyn DeGhetto, *Florida State University*
Trey Sutton, *Florida State University*

This study examines why MNCs establish China R&D centers. We argue that China offers not only location advantages (e.g., economic growth) that encourage MNCs to establish China R&D centers, but also location disadvantages (e.g., weak intellectual property protection) that discourage MNCs from doing so. Examining the establishment of China R&D centers by 164 U.S. MNCs over 15 years, we find that the main and interactive effects of China's location advantages and location disadvantages influence MNCs' establishment of China R&D centers. Attributes of the MNCs establishing the China R&D centers also moderate the effects of China's location advantages and location disadvantages.

Friday, 3:15pm - 4:45pm in Cabildo

**ME: Innovative Management Education to Improve
Retention**

Facilitator: **Tom J. Sanders**, *University of Montevallo*

**ANALOGIES AND STUDENTS' UNDERSTANDING OF
SIMILARITY IN BUSINESS**

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

The concept of similarity between business situations is core to topics such as relatedness in corporate strategy and the analogical thinking approach to problem-solving. Although management courses cover such topics, there is little evidence that courses teach students to identify or develop their own analogies, and there is a gap in our understanding of how students utilize analogies. This paper presents a study investigating assessments of similarity by undergraduate business students. Survey questions investigate factors that affect students' assessments of similarity between two business situations, their confidence in those assessments, and their reliance on non-business analogies to strengthen those assessments.

**HOW, WHEN, AND WHERE COUNT: THE IMPACT OF
TRENDS IN UNDERGRADUATE EDUCATION ON
KNOWLEDGE RETENTION AND ASSURANCE OF
LEARNING**

Kenneth E. Zantow, *The University of Southern Mississippi*
Gregory T. Bradley, *The University of Southern Mississippi*
Francis Daniel, *Belmont University*

We examine the impact of the percent of credits taken at the degree-granting institution and the length of time that is required to complete the degree program on knowledge retention. Our findings indicate that students who take a larger percentage of their credits at the degree-granting institution demonstrate higher levels of knowledge retention. Additionally, while a modest extension of the traditional learning experience beyond 4 years increases knowledge retention, that benefit is eroded for students who take longer times to complete their program. Implications for assessment and further research are presented.

PROGRAM EVALUATION OF CRITICAL THINKING SKILLS: USING A TEAM-BASED STRATEGIC RESEARCH PROJECT

Janice A. Black, *Coastal Carolina University*

H. Lee Shinaberger, *Coastal Carolina University*

J. Kay Keels, *Coastal Carolina University*

Darla J. Domke-Damonte, *Coastal Carolina University*

This study examines the feasibility of using a live case analysis from a capstone strategic management course as a tool for examining critical thinking. We confirmed that like an external exam, the project reveals the higher levels of critical thinking of higher scholastic level students and is not biased towards gender. However, team size negatively impacted critical thinking scores such that a team of 4 members typically scored a whole letter grade higher than a team with 7 members. Furthermore, the team's scholastic quality has eight times the impact on the critical thinking score than does the individual's scholastic ability.

WHEN REFLECTION ALONE IS NOT ENOUGH: INCLUDING META-REFLECTION TO ENHANCE EXPERIENTIAL LEARNING

Richard Miller, *University of Dallas*

Rosemary Maellaro, *University of Dallas*

Experiential learning is a widely-used approach in management education. We found that its effectiveness as a learning methodology can be enhanced when students take additional steps to uncover root causes of problems that occur during class exercises and to examine the underlying assumptions they hold in the reflection phase of the process. These steps foster students' abilities to conceptualize new perspectives that can lead to greater learning transfer. Adding meta-reflection steps to experiential learning activities has shown that students can develop skills that will help them better assess their learning and its outcomes for more successful application in subsequent activities.

Friday, 3:15pm - 4:45pm in Iberville

OB: Proactive Behavior, Employee Enactment, and Personal Initiative

Facilitator: **Tracey Rockett**, *Texas Christian University*

CONTEXTUAL AND PERSONAL ANTECEDENTS OF PERSONAL INITIATIVE AND ITS MODERATED-MEDIATED JOB PERFORMANCE CONSEQUENCES: A TWO-STUDY, MULTI-SOURCE, MODEL-TESTING INVESTIGATION

Andreas Wihler, *University of Bonn*

Gerhard Blickle, *University of Bonn*

Wayne Hochwarter, *Florida State University*

Gerald R. Ferris, *Florida State University*

A model of personal initiative in organizations to explain the direct initiative – performance relationship was formulated, and tested in a two-study investigation. Specifically, climate for initiative, political skill, personality traits, and the climate x political skill interaction were hypothesized to predict self-report personal initiative. Study 1 (146 subordinate-supervisor dyads) provided support for the hypotheses. Additionally, the interaction of self-report personal initiative x political skill was hypothesized to predict job performance through supervisor reports of employee personal initiative. Study 2 (144 dyads) supported the hypotheses. Contributions to science and practice, strengths and limitations, and directions for future research are discussed.

CREATING ONE'S REALITY: THE INTERACTIVE EFFECT OF POLITICS PERCEPTIONS AND EMPLOYEE ENACTMENT ON WORK OUTCOMES

Shuang Ma, *University of International Business and Economics*

Wayne Hochwarter, *Florida State University*

Rachel Elizabeth Kane-Frieder, *Florida State University*

Addressing both practical and theoretical considerations, we investigated the previously unexamined relationship between politics perceptions and employee enactment behavior. Consistent with previous job stress and sensemaking research, we hypothesized that politics perceptions would adversely influence employees with lower levels of enactment. Conversely, heightened politics perceptions were hypothesized to have only a minimal impact on work outcomes for high enactment employees. Job satisfaction, employee fit, turnover intent, and work effort represented study outcomes. Data gathered from 179 employees provided strong support for the hypothesized relationships. One exception was the increased effort for high enactment employees when faced with increased politics.

DEEP DOWN: A FIT PERSPECTIVE ON SUPERVISOR REACTIONS TO SUBORDINATE PROACTIVITY

Khai The Nguyen, *Louisiana Tech University*

Jerry Bryan Fuller, *Louisiana Tech University*

In this study, we integrate person-environment fit with attribution theory to gain new and deeper insights into the relationship between proactive behavior and job performance evaluations. Using a sample of Vietnamese supervisor-subordinate dyads, results support the hypothesis that the relationship between taking charge and performance is moderated by supervisor "perceptions of subordinate value congruence" (PSVC). We also explore proactivity-related origins of PSVC. Based upon similarity-attraction theory's tenet that actual congruence should predict perceived congruence, our results support the hypothesis that PSVC is predicted by supervisor-subordinate proactive personality congruence. Implications of deep-level similarity for theory, practice, and future research are discussed.

Friday, 3:15pm - 4:45pm in La Nouvelle East

SMA Fellows Session: Reviewer Wars - The Good, the Bad, and the Ugly

Participants:

Angelo DeNisi, *Tulane University*

Mark B. Gavin, *West Virginia University*

K. Michele Kacmar, *University of Alabama*

Bennett Tepper, *Ohio State University*

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

During this session the participants will describe their experiences with reviewers and provide the types of constructive strategies for responding to reviewers that have enabled them to accomplish their publishing goals without compromising the messages they intended to communicate. Ample time for questions and discussion will be provided.

Strategy: Navigating External Environmental Conditions

Facilitator: **John Michael Mankelwicz**, *Troy University*

DYNAMIC CAPABILITIES, ENVIRONMENT, AND PERFORMANCE: A META-ANALYTIC REVIEW

Stav Fainshmidt, *Old Dominion University*
Amir Pezeshkan, *Old Dominion University*
Michael Lance Frazier, *Old Dominion University*
Edward Markowski, *Old Dominion University*
Anil Nair, *Old Dominion University*

Despite the growing body of dynamic capabilities research, the contribution of dynamic capabilities to firm performance remains a topic of theoretical debate. In this paper, we address this debate by conducting a meta-analysis of studies that examine the dynamic capabilities-performance relationship. Results provide support for an overall positive association between dynamic capabilities and firm performance. We also find that the relationship is stronger in non-developed markets; however, industry conditions and multinationality were not significant moderators of this link. An examination of methodological contingencies suggests that past findings may have been affected by methodological artifacts and lack of a validated scale.

REGULATION AND DEREGULATION IN RESTRICTED MARKETS: IMPLICATIONS FOR STRATEGY IMPLEMENTATION

Rachida Aissaoui, *University of Memphis*
Frances H. Fabian, *University of Memphis*
Robert R. Wiggins, *University of Memphis*

Our work aims at broadening the scope of theory of regulation through the examination of restriction regulations. We distinguish between market failure regulations and restriction regulations in order to highlight the varying ways in which these two types of regulations affect firms' behaviors. In so doing, we are able to identify those strategies that are most effective as firms, in restricted markets, undergo regulatory changes. We thus fill a significant void in current literature which has notably neglected the effects of regulatory changes on firms' strategies, and failed to account for how different types of regulations may affect this relationship.

THE ECONOMICS OF POLITICAL MARKETS: IMPLICATIONS FOR FIRMS NON-MARKET STRATEGY

Rajeev J. Sawant, *Baruch College, CUNY*
Sajeesh Sajeesh, *Baruch College, CUNY*

We model the economics of a political marketplace conceptualized as a market for policy. We model a policy permitting or denying foreign direct investment (FDI) into a formerly closed retail marketplace. FDI leads to a consumer surplus through lower prices which lowers profits inducing non-market strategy in a political marketplace to prevent entry. Under full information, greater spending by domestic retailers leads to a 'spending effect' and policy outcome denying FDI entry. Under information asymmetry, expending resources leads to an opposing 'information effect' such that greater spending is counter-productive. Thus, we determine the limits of firm expenditure on non-market strategy.

Ent/Innov: Nascence

Facilitator: **Ricardo Zozimo**, *Lancaster University*

ALIGNING FIRM DECISION MAKING PROCESSES WITH ENVIRONMENTAL CONDITIONS: TOWARD A MODEL OF EFFECTUATION

Kevin C. Cox, *Florida Atlantic University*

The following contributes to both strategy and entrepreneurship research by proposing that the relationship between environmental conditions and performance is moderated by the decision making orientation of the firm. First provided is a conceptualization of effectuation decision making processes viewed from the firm level of analysis. Next, arguments are developed to support certain environmental conditions in which firms will rely on effectual decision making processes because high levels of uncertainty and low predictability constitute these environmental conditions. Finally, relying on the resource-based view (RBV) of the firm, dynamic capabilities, and strategic alignment literature a conceptual model is developed.

ENTREPRENEURIAL ACTION: THE BALANCE OF THREE NEXUSES

Shawna Chen, *Texas Tech University*

Since the introduction of the individual-opportunity (IO) nexus, research has made substantial progress in entrepreneurial opportunities. Similar progress can be made in entrepreneurial action by introducing two additional nexuses: the individual-stakeholders (IS) and stakeholders-opportunity (SO) nexus. We propose that: an opportunity will be more feasible if individuals perceive the possession of necessary knowledge; access to important stakeholders will help individuals to advance through the start-up process; individuals will be more likely to act if they understand how much action at present matters to stakeholders including their future selves; and a feedback loop exists to balance all three nexuses over time.

ENTREPRENEURIAL BEHAVIOR IN THE LONG RUN: AN ETHNOGRAPHIC STUDY OF PERSISTENCE AND START-UP BEHAVIORS

William R. Meek, *University of Louisville*
David W. Williams, *University of Tennessee*
Christian Kiewitz, *University of Dayton*

In this paper, we shed light on why, despite persistent effort, so few nascent entrepreneurs actually make progress in their start-up attempts. In the process, we highlight how causal and effectual logic can be both competing and complementary. By using longitudinal data, we illustrate how nascent entrepreneurs can overcome obstacles in reaching entrepreneurial goals and how entrepreneurs elaborate and refine opportunity 'variations' of their raw opportunity idea one small step at a time. In turn, we also illustrate deeper, fine-grained entrepreneurial behaviors undertaken by nascent entrepreneurs as they progress through the different phases of opportunity identification, evaluation, and exploitation.

Ethics/Soc/Div: Who Says It is Wrong? Perceptions of Questionable Business Practices

Facilitator: **Xueni Dong**, *Mississippi State University*

CONTEXT, POWER AND DIVERSITY PERCEPTIONS: A COMPARISON OF UK AND SOUTH AFRICAN EMPLOYEES

Anita Maharaj, *City University, London*

Doyin Atewologun, *Queen Mary, University of London*

Integrating social identity and intergroup theories, we categorised intersecting ethnic-gender categories by contextual power relations in South Africa (SA) and the UK. In both countries, White males perceived the organisation as most fair; Black males as least fair in SA and Black females as least fair in the UK. A positive and significant relationship between commitment and organisational fairness for all ethnic-gender groups in both countries were found except for UK White males. White males in SA were significantly more committed to the organisation than UK White males. Group differences appear to be influenced by context and relations of power.

UNDERSTANDING THE ROLE OF TECHNOLOGY IN REDUCING CORRUPTION: A TRANSACTION COST APPROACH

Ambika Prasad, *Tulane University*

Sridevi Shivarajan, *Ramapo College of New Jersey*

Prior research suggests that computerization of government services can help reduce corruption involved in government transactions, but it not clear how this happens. We attempt to understand this process by using a transaction cost economics framework. Our findings, based on a survey of 101 managers in India, support our hypotheses that those computerization initiatives that reduce uncertainty and asset specificity of government services lead to lowered perceptions of corruption. We also qualitatively compare the websites of Indian and European government organizations. Our multi-method study offers important theoretical and practical insights on effectively using technology to reduce perceptions of corruption.

WHO BRIBES? EVIDENCE FROM THE INDIAN MANUFACTURING INDUSTRY

Malay Biswas, *Indian Institute of Management, Rohtak*

Using a diverse range of theoretical lenses, we attempted to comprehend the degree of vulnerabilities among Indian manufacturing firms for corporate bribery. Using World Bank data, with a sample size of 1106 Indian manufacturing firms, we examined various characteristics of the bribe givers from different firms. A broad analysis suggests that pressure from foreign competitors, lack of faith in the judicial system and a generic malpractice propounded in the industry at large for bribery, are predominantly the three factors responsible for corporate bribes among Indian manufacturing firms. We present a brief sketch on the organizational implications of our research.

HRM/Careers: Newcomers, Socialization, and Work Relationships

Facilitator: **Betty G. Hubschman**, *Barry University*

RECENT IMMIGRANT NEWCOMERS' SOCIALIZATION IN THE WORKPLACE: THE NEGLECTED ROLE OF CULTURAL INTELLIGENCE

Amina Raza Malik, *York University*

Helena D. Cooper-Thomas, *University of Auckland*

Jelena Zikic, *York University*

The present conceptual paper examines the role of cultural intelligence in the social integration and role performance of recent immigrant newcomers, and highlights the significance of various adjustment strategies that could facilitate their socialization. Drawing on relevant literatures, a conceptual model is developed highlighting the role of immigrant newcomers' cultural intelligence in helping them choose the appropriate adjustment strategies. The paper also examines the impact of the social context of the organization, namely the level of diversity; specifically focusing on how immigrants may choose different adjustment strategies in the diverse organizational context according to the variance in their cultural intelligence.

THE ROLE OF POSITIVE ILLUSIONS IN EMPLOYMENT RELATIONSHIPS

Jonathan Biggane, *University of Memphis*

David G. Allen, *University of Memphis*

Drawing from theory and research on romantic relationships, we argue that the development, maintenance, and dissolution of employment relationships depend heavily on positive illusions, or the ability of partners (i.e. employers & employees) to embellish one another's positive traits while minimizing or dismissing negative characteristics. We explore and offer testable propositions that have important theoretical implications for (a) the socialization and retention of newcomers in organizations, (b) the role of realism during recruitment, (c) dealing with potentially threatening organizational change, (d) how individuals respond to shocks, and (e) managing post-dissolution aspects of employment.

TOO COMPLEX FOR E-LEARNING? THE INTERACTION BETWEEN LEARNER CONTROL AND TRAINING CONTENT COMPLEXITY FOR PREDICTING TRAINING OUTCOMES

Benjamin Granger, *Verizon*

Edward L. Levine, *University of South Florida*

Learner-controlled e-learning has become a preferred medium for the delivery of organizational training. While e-learning offers many advantages, it also comes with several potential disadvantages. The aim of this study was to investigate the relative efficacy of learner- and program-controlled e-learning for content that differs in its complexity. Results suggest that learner- and program-controlled e-learning are equally effective for training simple content, but learner-controlled e-learning leads to less learning in complex environments. This interaction was mediated by cognitive load. Finally, LGO served as a facilitative individual difference, particularly in complex, learner-controlled e-learning environments. Theoretical and practical implications are discussed.

Friday, 3:15pm - 4:45pm in Royal C

OB: Trickle-Down Effects in Leadership Research

Facilitator: **Lei Xu**, *Southeastern Louisiana University*

A MULTIPLE MEDIATOR MODEL OF TRICKLE-DOWN EFFECTS

David X.H. Wo, *University of Central Florida*
Maureen L. Ambrose, *University of Central Florida*

Recent organizational research demonstrates a broad range of “trickle-down” effects in organizations (how perceptions, attitudes, or behavior of one individual in the organization “trickle-down” and influence perceptions, attitudes, or behavior of another person). This research has speculated about the processes underlying the effects and different researchers have used different theories to explain the trickle-down process. In this paper, we integrate these perspectives and develop a multiple mediator model for trickle-down effects. Further, we identify moderators for each of the proposed processes. Finally, we address how researchers might assess these processes and moderators and the benefits of a multiple mediator approach.

ALIGNING ETHICAL LEADERSHIP AND ENABLING GROUP VOICE: A REVISIT TO MULTILEVEL ETHICAL LEADERSHIP

Lei Huang, *The University of Nebraska-Lincoln*
Ted A. Paterson, *The University of Nebraska-Lincoln*

The ethical melt-down among organizations requires employees to speak up with their concerns and opinions regarding workplace ethical issues. Using survey data collected from 689 employees nested in 134 work groups from 40 consumer electronics chain stores in China, we found support for our assertion that lower-level managers’ perceived ethical leadership role breadth fully mediated the relationship between upper-level and lower-level managers’ ethical leadership. We also found that ethical leadership at both upper- and lower- levels were positively associated with group ethical voice. Contributions to both ethical leadership and voice literature are discussed.

REGULATORY FOCUS SPILLOVER: HOW LEADER REGULATORY FOCUS SHAPES FOLLOWER REGULATORY FOCUS

Russell Johnson, *Michigan State University*
Danielle King, *Michigan State University*
Brent A. Scott, *Michigan State University*
Szu-Han Lin, *Michigan State University*
Erin Michelle Jackson, *University of South Florida*

In this paper we examined whether supervisor regulatory focus is capable of spilling over and priming subordinate regulatory focus. We test this idea across two studies. In Study 1 we found that supervisor regulatory focus predicted subordinate regulatory focus three months later, after controlling for subordinates’ initial regulatory focus at organizational entry. One reason why this spillover effect may occur is because certain leader behaviors prime subordinates’ regulatory focus. In Study 2 we therefore examined whether transformational and transactional leader behavior elicit a strong promotion focus and prevention focus, respectively, in subordinates, and results suggested that this is the case.

Friday, 3:15pm - 4:45pm in Royal D

OB: Work Attitudes & Values: Challenges & New Directions

Facilitator: **Tammy G. Hunt**, *Univ. of North Carolina at Wilmington*

THE CALL OF DUTY: A DUTY DEVELOPMENT MODEL OF ORGANIZATIONAL COMMITMENT

Charn Patrick McAllister, *Florida State University*

Using social exchange theory and the three-component model of organizational commitment as the foundation, the proposed Duty Development Model explains the individual-level antecedents and the phases of commitment that individuals may progress through during their tenure in an organization. It is proposed that certain antecedents make individuals more likely to form a sense of duty towards an organization, but the development of this type of relationship requires an organization to focus on commitment building efforts, such as perceived organizational support and organizational culture.

THE MODERATING EFFECT OF VALUES CONGRUENCE ON THE BEHAVIORAL INTEGRITY-CITIZENSHIP RELATIONSHIP

Edward C. Tomlinson, *West Virginia University*
Roy J. Lewicki, *Ohio State University*
Steve Ash, *University of Akron*

Behavioral integrity research has demonstrated positive effects on organizational citizenship behaviors. However, the behavioral integrity construct only considers the actor’s word-deed alignment, not the alignment of the actor’s and observer’s values (i.e., values congruence). Across two samples, we present evidence that the positive relationship between behavioral integrity and organizational citizenship only emerges when values congruence is high. We elaborate on the implications of these findings for both theory and practice.

WHEN IT PAYS TO BE DISSATISFIED: MODELING EMPLOYEES’ INCENTIVES TO GAME ENGAGEMENT SURVEYS

Matthew Josefy, *Texas A&M University*
Deidra J. Schleicher, *Texas A&M University*
Joseph Harrison, *Texas A&M University*

Engagement surveys are a common tool used by organizations to assess employee satisfaction in order to improve business outcomes. Their utility is based on the assumption that employees’ responses reflect their honest assessment of the workplace. We question this assumption and examine incentives that employees have to distort reported satisfaction levels. We propose five factors that are likely to affect intentional distortion: instrumentality, mutability, opportunity for learning, leader-member exchange, and fear of retaliation. We therefore contribute to the literature a definition of intentional distortion and suggest evidence of employees learning to distort reported satisfaction levels for their own benefit.

Friday, 5:15pm - 6:15pm in Queen Anne Ballroom

SMA Business Meeting

Presiding: **Tim Barnett**, *Mississippi State University* (SMA President)

Friday, 6:30pm - 7:30pm in La Nouvelle East and West

SMA Presidential Reception

Come and honor our outgoing SMA President Tim Barnett and our Hunt Award Winner Kevin W. Mossholder. Enjoy light hors d’oeuvres, soft drinks, and a cash bar (that will accept the drink ticket you received at the Business Meeting).

Saturday, November 9

SMA “Lobby”: 8:00am – 12:00pm in Queen Anne Ballroom

This area will remain open with seating for SMA registrants to relax, meet in small groups, and chat. Networking Snack Breaks will all take place in this area.

SMA Breakout Lounge: 8:00am – 12:00pm in Bonnet Carre

Queen Anne too loud or busy? Peek around the corner and see if this cozy room suits your needs. It will be open for SMA members to meet in small groups.

Conference Registration: 8:00am – 10:30am in Queen Anne Mezzanine

Coordinator: Kevin B. Lowe, *University of North Carolina at Greensboro*

Saturday, 8:30am - 10:00am in Iberville

HC: Issues in Health Care and Hospitality Management

Facilitators:

Paper 1: **Julie Hancock**, *Rutgers, The State University of New Jersey*
Papers 2, 3 & 4: **Ivan Scott Muslin**, *Marshall University*

PERSPECTIVES ON MULTIDISCIPLINARY TEAM PROCESSES AMONG HEALTHCARE EXECUTIVES: PROCESSES THAT FACILITATE TEAM EFFECTIVENESS

Amy Yarbrough Landry, *University of Alabama at Birmingham*
Cathleen O. Erwin, *Auburn University*

Multidisciplinary teams (MDTs) are used in healthcare organizations to address both clinical and managerial functions. Despite their prevalence, little is known about how team processes work to facilitate effectiveness among MDT management teams. Our paper explores perceptions of MDT participation experienced by organizational leaders using data collected from a group of executives and executive track employees. Almost all respondents report MDT participation, and team processes that could use improvement include communication, cooperation, and conflict resolution. Our results provide information that can help in the development of training programs aimed at improving the effectiveness of MDTs.

THE IMPACT ON CORPORATE REPUTATION OF THE USE OF SOCIAL MEDIA IN CRISIS MANAGEMENT IN THE CRUISE LINES

Andreas Michael Ryschka, *Coastal Carolina University*
Darla J. Domke-Damonte, *Coastal Carolina University*
J. Kay Keels, *Coastal Carolina University*
Ruediger Nagel, *FH Mainz - University of Applied Sciences*

This paper empirically evaluates social media's role in shaping perceptions of reputation during crisis management in a tourism setting. Using an experimental design, it explores the relationship between the variables “speed”, “clarity” and “brand familiarity” on the perception of corporate reputation of a cruise line experiencing a crisis. Data were collected from a total of 334 undergraduate business students in the United States and Germany. Results indicated that speed of response using social media, brand familiarity, and country of origin of the respondent affected perceptions of corporate reputation of a cruise line after a crisis.

★BEST PAPER IN TRACK★

THE MEDIATING EFFECT OF TEAM PSYCHOLOGICAL SAFETY BETWEEN TRANSACTIVE MEMORY SYSTEMS AND TEAM OUTCOMES IN SERVICE-MANAGEMENT TEAMS

Priyanko Guchait, *University of Houston*

The study examined the influence of transactive memory systems (TMS) on team performance and team cohesion, as mediated by team psychological safety. Using a sample of 178 undergraduate students representing 27 service-management teams in a real life restaurant setting with real world consequences, TMS exhibited significant positive relationship with team performance and team cohesion. Team psychological safety was found to mediate the relationship between TMS and team outcomes. Based on the findings, the theoretical and practical implications are discussed.

★BEST DOCTORAL PAPER IN TRACK★

WHY DO HOSPITALS HIRE INTERNATIONALLY EDUCATED NURSES? ROLE OF COMPETITION AND RESOURCE AVAILABILITY

Shivani Gupta, *University of Alabama at Birmingham*
Josue Patien Patien Epame, *University of Alabama at Birmingham*
Robert Weech-Maldonado, *University of Alabama at Birmingham*

This study used the Resource Dependence Theory and Porter's five forces model to examine the effect of competition and other organizational and market factors on the hospital's decision to hire internationally educated nurses. A panel design was used comprising a national sample of hospitals in the United States for 2007-2010. Data were analyzed using logistic regression with facility random effects and year fixed effects. The study findings suggest that hospitals use hiring internationally educated nurses as a strategy to meet their staffing needs in more competitive and diverse markets, and in states with staffing mandates.

Saturday, 8:30am - 10:00am in La Nouvelle East

OB: Examining the Work-Family Interface from Top to Bottom: Organizational, Dyadic, and Individual Perspectives (Symposium)

Jonathon R. B. Halbesleben, *University of Alabama*
Katherine A. Frear, *University of North Carolina at Charlotte*
John Ferguson Jr., *Utah State University*
Merideth Ferguson, *Utah State University*
Ashley Mandeville, *University of Alabama*
Samantha Paustian-Underdahl, *Kennesaw State University*
Benjamin Bradshaw Uhrich, *Univ. of North Carolina at Charlotte*
Marilyn Whitman, *University of Alabama*
Lieke L. ten Brummelhuis, *University of Pennsylvania*
Sara Condie I, *Utah State University*

In this symposium, we bring together four papers that address the work-family interface at different levels – organizational, dyadic, and individual. Over the past few decades, work-family research has established itself as key to understanding employees' work outcomes by understanding work within the broader context of employees' lives. Our goal is to take this literature a step further by focusing on effects of work and family at multiple levels to expand that broader context even further.

Saturday, 8:30am - 10:00am in La Nouvelle West

Ent/Innov: Entrepreneurial Cognition

Facilitator: **James H. Schindler**, *Columbia Southern University*

EXPLORING THE INFLUENCE OF OBSERVATIONAL LEARNING IN THE PRIOR TO START-UP STAGE

Ricardo Zozimo, *Lancaster University*
Sarah Jack, *Lancaster University*
Eleanor Hamilton, *Lancaster University*

This article demonstrates how qualitative research methods can contribute to theorising complex facets of entrepreneurship. Qualitative research has been attributed with producing some of the most interesting research in management (Suddaby, 2006). This study, of how observational learning influences the transition into entrepreneurship, builds on an emergent literature developing the concept of entrepreneurial learning. It adopts a life course method, an approach traditionally rooted in social psychology. Theoretically it builds on Bandura's (1986) Social Cognitive Theory to develop insights into the social dimensions of learning prior to start-up.

EXTENDING SOCIAL COGNITIVE CAREER THEORY INTO THE ENTREPRENEURSHIP DOMAIN

Eric W. Liguori, *California State University, Fresno*
Mark Weaver, *University of South Alabama*
R. Michael Holmes Jr., *Florida State University*

Self-efficacy is an important entrepreneurial construct, central to our understanding of entrepreneurial phenomena. This manuscript expands upon the extant knowledge of self-efficacy research by applying social cognitive career theory to entrepreneurship, positing that it is a more robust theoretical framework to study individual entrepreneurial activity. In addition, it explores how self-efficacy shapes entrepreneurial intentions, and provides evidence regarding the roles of both domain-specific and generalized self-efficacy. Our results suggest that social cognitive career theory is an important lens through which to study entrepreneurship, especially given the historically inconclusive results provided by the Theory of Planned Behavior and Krueger-Shapero frameworks.

SERIAL ENTREPRENEURSHIP INTENTIONS: INTERGRATING DISPOSITIONAL AND SITUATIONAL CONTEXTS THROUGH REGULATORY FIT

Dan Kai Hsu, *Appalachian State University*
Jon C. Carr, *Texas Christian University*
Sharon Simmons, *William Paterson University*

This paper applies Regulatory Fit Theory to conceptualize the intention of entrepreneurs to engage in serial entrepreneurship under gain or loss conditions associated with prior firm performance. Using an experimental study of 74 entrepreneurs, our results indicate a negative relationship between dispositional prevention focus and intention to reenter and a positive relationship between dispositional promotion focus and intention to reenter. More interestingly, the negative relationship between prevention focus and intention to reenter becomes stronger when the entrepreneur's prior business experience is perceived as a failure.

Saturday, 8:30am - 10:00am in Orleans

Strategy: Culture and Corruption

Facilitator: **Laura T. Madden**, *University of Tennessee*

ELITE-THREATENING ACTIONS: THE IMPACT OF CORPORATE CORRUPTION

Adam C. Stoverink, *Northern Illinois University*
Scott Kuban, *Texas A&M University*
Michael Seth Nalick, *Texas A&M University*
Brad Harris, *University of Illinois at Urbana-Champaign*

A negative relationship has been found between social distancing by board members and the extent to which other board members engage in elite-threatening governance actions. This paper examines the attenuating effects of extraordinary situations such as corporate scandals on this relationship. Furthermore, we draw from agency theory to claim that the resulting increase in elite-threatening actions caused by corporate corruption has positive outcomes on its shareholders, but negatively impacts the interests of its stakeholder.

THE CASE FOR CULTURE STRENGTH AS A PREDICTOR OF ORGANIZATIONAL PERFORMANCE

Jennifer Robin, *Bradley University*
Laurence G. Weinzimmer, *Bradley University*
Eric J. Michel, *University of Illinois at Chicago*

Organizational culture is the phenomenon of shared values and beliefs within a firm. Yet, the extent to which people share beliefs, culture strength, has not been sufficiently considered in studies of financial performance. In this study, we show the importance of gathering data from all levels in the organization (to sufficiently capture the 'shared' aspect of culture) and the impact of culture strength on both HR outcomes and financial performance. The extent to which people across all levels of the organization agree (culture strength), is predictive of both organizational turnover and revenue growth. Implications and future research directions are discussed.

THE CEO GUIDE TO MISCONDUCT: WHY INFIDELITY MIGHT BE WORSE THAN FIRM EMBEZZLEMENT

Michael Seth Nalick, *Texas A&M University*

Scott Kuban, *Texas A&M University*

This paper extends the use of agency theory by incorporating rational choice theory in order to explain differences in board of directors' behaviors towards the CEO following a misconduct event. We use an agency perspective to argue the proximity of a misconduct event to the CEO will affect the perceived culpability and therefore the gravity of penalties boards levy on chief executives. Additionally, we incorporate rational choice theory to assert that boards will choose the best of the anticipated outcomes by considering both firm performance following the misconduct event and the CEO's past performance in calculating the level of punishment.

Saturday, 8:30am - 10:00am in Royal A

Ethics/Soc/Div: Contemporary Issues in Ethics Research

Facilitator: **Lorianne Mitchell**, *East Tennessee State University*

ACQUIRING EMOTIONAL SEA LEGS: NAVIGATING JOY AND SORROW IN ETHICAL DECISIONS

Sukumarakurup Krishnakumar, *North Dakota State University*

Maria Evglevskikh, *North Dakota State University*

When positive and negative emotions are elicited from or within an ethical decision-making situation, individuals can use their emotional regulation abilities (ERAs) to use those emotions in a more effective manner. In this study, we show the conflicting yet important effects of incidental (contextual) joy and integral (issue-related) sadness on EDM. Our data indicates that when the salience of the emotionality of an ethical dilemma is lesser due to lower sadness, low-ERA individuals tended to make lesser ethical decisions as they felt more joyful, when compared to high-ERA. Limitations and implications are also discussed.

ORGANIZATIONAL ETHICS AND VIRTUES RESEARCH: A SYSTEMATIC REVIEW OF METHODS AND ANALYTICAL TECHNIQUES

Michael McLeod, *Texas Tech University*

Organizational ethics and virtues are of interest to business scholars because they influence decisions, behaviors, and outcomes. However, scholarly progression and practical application may be inhibited by the current methodological challenges. To help propel the field forward, we perform a systematic review of empirical research published in a broad sample of business journals over a 33 year period (1980 – 2012). A total of 98 were analyzed according to several methodological characteristics. Our review reveals numerous gaps and limitations in organizational ethics and virtues literature, leading to multiple suggestions for future research in this important and growing area of study.

TO REPORT OR NOT TO REPORT: DOES ETHICAL CLIMATE PREDICT CWB REPORTING BEHAVIOR?

Meagan E. Brock, *West Texas A&M University*

Much of the extant research on counterproductive work behaviors has focused on the influence that interpersonal and organizational factors have on predicting said behavior. However, more recent studies have begun to explore the dimensionality of CWB in relation to ethics and ethical climates as well as the likelihood of reporting counterproductive work behaviors. In order to merge the two lines of research, the present study will examine ethical climate as a predictor of reporting of CWB. The aim of this research is to provide practical managerial implications concerning the report rate of counterproductive work behavior as affected by ethical climates.

WHY EMPLOYEES DISPLAY PRO-SERVICE OR ANTI-SERVICE BEHAVIORS: THE ROLE OF ETHIC.

Feng-Hsia Kao, *National Taiwan University*

Bor-Shiuan Cheng, *National Taiwan University*

We followed reasoned action theory and multilevel approach to investigate ethical ideology, moral leadership, and ethical climate in predicting service oriented organizational citizenship behavior (OCB) and service sabotage. Data were collected from 36 food and beverage units in hotels in Taiwan. The sample consisted of 504 employees and 36 supervisors. Results showed that idealism was positively associated with service oriented OCB and was negatively associated with service sabotage, relativism was the opposite. Moral leadership and ethical climate both are important moderators to influence service oriented OCB and service sabotage. The implications of this study for research and practice were discussed.

Saturday, 8:30am - 10:00am in Royal B

HRM/Careers: Strategic Issues in Human Resource Management

Facilitator: **Alice Stewart**, *North Carolina A&T State University*

BOARD CHARACTERISTICS & WORK-FAMILY BENEFITS

Frank Mullins, *North Carolina A&T State University*

Jeanne Johnson Holmes, *North Carolina A&T State University*

Corporate boards have been found to influence firm activities, yet they have been largely absent from the work-family benefits literature. Thus, this study examines the link between corporate boards and work-family benefits drawing upon agency theory and resource dependency theory perspectives. The findings indicate that the firm is more likely to use work-family benefits when there is a higher proportion of outsiders and women on the board. Moreover, having human resource expertise on the board enhances the likelihood that the firm will use work-family benefits. Given this, corporate boards ought to be considered in future studies involving HR programming.

HR INNOVATION AND COMPETITIVE ADVANTAGE: TOWARDS AN INTEGRATED FRAMEWORK

Upamali Amarakoon, *The University of Queensland*
Jay Weerawardena, *The University of Queensland*
Martie-Louise Verreynne, *The University of Queensland*

Despite academic and practitioner recognition of human resource(HR) innovation as a source competitive advantage, related literature remains limited and fragmented. This points to the need for a well-founded conceptual framework that can guide empirical investigation. Building on extant literature and in-depth interviews with senior HR professionals, this paper presents a framework that captures the antecedents and moderators of HR innovation-based competitive advantage. Our framework suggests that competitive strategy and entrepreneurial HR management drive new and value creating HR practices, which in turn underpins competitive advantage. We present a set of theoretical propositions that extend and advance theory and guide practice.

HUMAN CAPITAL AS HUMAN CAPITAL FLOW

Daanish Pestonjee, *University of Arkansas*
John E. Delery, *University of Arkansas*
Nina Gupta, *University of Arkansas*

Despite the crucial role of HC as a determinant of organizational performance, there have been few attempts to address the dynamic nature of HC. We develop a unit-level theory of HC that addresses its dynamic properties based on the concept of HC flow. Our flow based model of HC a) highlights that the overall HC of an organization is a function of the HC associated with three organizational constituencies (viz., newcomers, incumbents and leavers), and b) captures the dynamic nature of HC through complex interplays between the quantity and quality of the HC of organizational constituencies.

HUMAN RESOURCE MANAGEMENT CONSIDERATIONS IN COLLABORATIVE INNOVATION WITH CUSTOMERS

Charles R. Greer, *Texas Christian University*
Charles Stevens, *North Dakota State University*

Companies are engaging in collaborative innovation with customers (CIC) to develop products and services more quickly. While the use of CIC is expanding there is little HR research on the topic. We develop a framework for HR considerations in CIC that includes collaborative and commitment-oriented HR systems, HR practices, contextual influences, and collaborative behaviors. We address selection practices directed at collaborative and relationship skills, team skills, creativity, and diversity as well as practices directed at development of collaborative, relational, and team skills and deployment, and performance management. Research propositions are developed along with implications for theory and suggestions for research.

Saturday, 8:30am - 10:00am in Royal C

OB: Transformational Leadership

Facilitator: **Jeffrey Joseph Haynie**, *Nicholls State University*

EXAMINING THE INTERSECTION OF AUTHENTIC AND TRANSFORMATIONAL LEADERSHIP: A SOCIAL LEARNING PERSPECTIVE

Amanda L. Christensen, *Arizona State University*
James B. Avey, *Central Washington University*
Fred Walumbwa, *Arizona State University*

We examined the interactive effect of authentic and transformational leadership styles on followers' supervisor- and self-rated job performance and attitudes in a series of three studies. Across three studies (Study 1, N = 253; Study 2, N = 306; Study 3, N = 344), the interaction between authentic and transformational leadership was significantly related to followers' supervisor- and self-rated job performance, organizational citizenship behaviors, psychological ownership, and reduced turnover intentions, over and above either one leadership style alone. We discuss the implications of these findings for theory and practice.

HIGH-RISK OCCUPATIONS: HOW LEADERSHIP, STRESS, AND ABILITY TO COPE INFLUENCE BURNOUT IN LAW ENFORCEMENT.

Lisa M. Russell, *Indiana University Southeast*
Brooklyn Cole, *University of North Texas*
Raymond J. Jones III, *University of Minnesota Duluth*

Due to a dearth of research in high-risk occupations and the interactive effects with stress in determining the boundary conditions coping may have on first responder's performance, we surveyed 9 police agencies to determine the 3-way interaction between transformational leadership (TFL), coping, and stress on burnout. Findings indicate when high levels of stress and coping are present there are differences in perception of depersonalization between high and low-stress individuals with high and low coping. Respondents with higher perceived task-coping skills engaged in higher overall levels of depersonalization. Results indicate that the interaction of TFL and coping may actually augment burnout.

LEADERS' CONSCIENTIOUSNESS AND FOLLOWERS' LEADERSHIP PERCEPTIONS: THE ROLE OF GENDER

Sarah Saint-Michel, *Toulouse 1 University Capitole*
Jenny M. Hoobler, *University of Illinois at Chicago*
Chenwei Liao, *University of Illinois at Chicago*

This study considers leaders' personality and followers' stereotypes regarding masculine qualities of leadership, and gender. Data was collected from 65 leaders and 325 followers. We examined how a leader's sex, their conscientiousness, and stereotypes followers held about masculine qualities of leadership interacted to predict how the followers perceived their leader's style. We found that leader conscientiousness was negatively related to transformational leadership only when leaders were female. Results from three-way interactions suggested that followers who held more stereotypical views of leaders – and were supervised by more highly conscientious female leaders – assessed those leaders as higher in transactional leadership.

MECHANISMS OF CORPORATE SOCIAL RESPONSIBILITY: MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP

Ashita Goswami, *Central Michigan University*
Kevin M. Dawson, *Central Michigan University*
Kimberly OBrien, *Central Michigan University*
Agnieszka Shepard, *Wayne State University*

Corporate social responsibility is related to key organizational outcomes such as profitability, recruitment, and employee attitudes. In the current study, we add employee organizational citizenship behavior (OCB) to this list of benefits. Using data from 260 supervisor-participant dyads in a time-lagged design, we found that organizational identification and justice mediated the relationship between corporate social responsibility and OCB. Furthermore, high CEO transformational leadership moderated the relationships between corporate social responsibility and OCB as mediated by organizational identification and justice. However, high supervisor transformational relationship only moderated part of this model.

Saturday, 8:30am - 10:00am in Royal D

OB: Dysfunctional Employee Behaviors: Consideration of Individual Differences

Facilitator: **Montressa Washington**, *Case Western Reserve University*

CONTEMPT: A TYPE OF WORKPLACE PSYCHOLOGICAL AGGRESSION

Maria Hamdani, *University of Akron*
Sorin Valcea, *Washburn University*

This theoretical paper presents a model of contempt in organizations. We argue that contemptuous behaviors are a distinct type of personal aggression in that they are more subtle, and thus more difficult to root out. We discuss how the emotion of contempt arises from workplace stimuli, is translated into aggressive behaviors, and has effects on member behaviors and relationships. We also address individual and contextual factors that can facilitate the emotion of contempt and its translation into contemptuous behaviors.

NOT EVERYONE WANTS TO BE HEARD: PERSONALITY AND THE LINK BETWEEN PROMOTIVE CONTROL AND DEVIANCE

Steven M. Elias, *New Mexico State University*
Chris Henle, *Colorado State University*

The workplace deviance literature indicates such behavior is a common and costly occurrence within organizations. Past research has primarily explored negative situational factors as determinants of workplace deviance (e.g., organizational injustice), but we argue that promotive managerial control, a positive social influence tactic, may incite deviance. The current research examines whether personality moderates the relationships between promotive control and workplace deviance. A total of 161 employees completed measures of deviance, promotive managerial control, personality (i.e., the Big Five), and several control variables. As hypothesized, personality frequently moderated the promotive control – workplace deviance relationship. Theoretical and practical implications are provided.

SOMETIMES WE MUM, SOMETIMES WE DON'T: AN EXAMINATION OF PROACTIVE PERSONALITY AND THE INTERVENING ROLE OF COGNITIVE-MOTIVATIONAL STATES ON THE MUM EFFECT

Laura E. Marler, *Mississippi State University*
Susie S. Cox, *McNeese State University*
Marcia J. Simmering, *Louisiana Tech University*

Although information sharing is vital to organizational learning and effectiveness, employees often engage in the mum effect, which is the reluctance to share negative information. To gain insight into which employees engage in the mum effect and why, we draw from the proactive motivation literature examining the effects of proactive personality and cognitive-motivational states on the mum effect. Proactive individuals with accompanying high levels of role breadth self-efficacy were less likely to mum; whereas, proactive individuals with accompanying high levels of felt-responsibility for constructive change were more likely to mum. Our findings inform both the proactivity and mum effect literatures.

TRICK OR TRAIT? THE COMBINED EFFECTS OF EMPLOYEE IMPRESSION MANAGEMENT MODESTY AND TRAIT MODESTY ON SUPERVISOR EVALUATIONS

Corinna Diekmann, *University of Bonn*

This study examined the interactive effects of employees' impression management (IM) modesty and trait modesty on supervisor ratings of employees' likeability, competence, and job performance. Based on the data of 233 employee-supervisor dyads, a theoretical model was tested using hierarchical regression and moderated mediation analyses. As expected, the findings revealed that the effects of IM modesty were systematically moderated by employees' trait modesty: The benefits of IM modesty on supervisor evaluations were consistently stronger for employees with high trait modesty. Moreover, the effects of modesty on supervisor ratings of employees' job performance were mediated by likeability and competence ratings.

Saturday, 10:00am - 10:30am in Queen Anne Ballroom

Networking Snack Break

Coordinator: **Joy H. Karriker**, *East Carolina University*

Saturday, 10:30am - 12:00pm in Bienville

Strategy: Boards and Committees

Facilitator: **Frank Christopher Butler**, *U. of Tennessee at Chattanooga*

APPLICATIONS OF FUZZY SET QCA FOR STRATEGIC MANAGEMENT RESEARCH

Thomas Greckhamer, *Louisiana State University*

Qualitative Comparative Analysis (QCA) has been gaining recognition as valuable addition to the repertoire of research methodologies available to strategy scholars and management studies has become a rapidly growing area for QCA applications as the field's scholars observe its potential. To contribute to facilitating applications of QCA's set theoretic approach by strategy scholars, building on a review of its foundations, in this paper I illustrate the four major applications of QCA, discuss their potential for studying diversity and causal complexity in strategy research, and finally provide some suggestions for researchers considering to utilize QCA approaches for their work.

FINANCE COMMITTEES AND FIRM FINANCIAL PERFORMANCE: AN EMPIRICAL INVESTIGATION

Orhun Guldiken, *Old Dominion University*
Daanish Pestonjee, *University of Arkansas*
Alan Edwin Ellstrand, *University of Arkansas*

Although mandatory board committees (i.e., audit, compensation, and nominating committees) have attracted some research attention, little is known about the role of non-mandatory committees. By using insights from resource dependence theory, board capital theory, and the attention-based view of the firm, we investigate whether firms that have a finance committee outperform those that do not. We also examine whether certain finance committee characteristics influence firm financial performance for firms that have a finance committee. We test our hypotheses using a set of 195 randomly selected Fortune 500 firms. Our results emphasize the need to study non-mandatory committees in corporate governance research.

★BEST DOCTORAL PAPER IN TRACK★ LONE-INSIDER BOARDS: AGENCY PRESCRIPTIONS AND GOVERNANCE COSTS

Michelle Zorn, *Florida State University*
Christine Shropshire, *University of Georgia*
John A. Martin, *United States Air Force Academy*

The corporate scandals of the previous decade brought renewed emphasis on board independence. Indeed, many boards are now so independent that the CEO is the lone insider. While lone-insider boards are structurally independent, they might result in unintended consequences. We theorize that the growing trend toward lone-insider boards harms governance quality and performance because CEOs' are able to consolidate power. Accordingly, we find that shareholders discount the value of firms with lone-insider boards and that this occurs because these CEOs appropriate more compensation. Our results are important because they suggest that it is possible to have too much board independence.

THE CRITICAL LINKAGES AMONG BOARD HETEROGENEITY, ENVIRONMENT, AND FIRM'S STRATEGIC AGGRESSIVENESS

Volkan Ozbek, *University of Texas at Arlington*

The board of directors includes the primary responsible group of executives who monitor top management's performance and provide advices for strategic actions necessary in order to improve firm performance. Strategy scholars have mainly categorized board members as "insiders" and "outsiders." In this paper, my first argument is that board heterogeneity stemming from having a greater proportion of outsiders would help firm be more strategically aggressive because of the board's cognitively diverse structure. Secondly, I argue that environmental dynamism and complexity would have a positive moderating effect on the relationship between having a heterogeneously structured board and firm's strategic aggressiveness.

Saturday, 10:30am - 12:00pm in Iberville

Ethics/Soc/Div: Playing Nice: Who's Responsible for Managing Diversity and Facilitating Inclusion? (Symposium)

Arlise P. McKinney, *Coastal Carolina University*
T. Nichole Phillips, *University of Mary Washington*
Merlyn Griffiths, *University of North Carolina at Greensboro*
Flavia Lynn Eldemire, *Allen University*
Kartik V. Kadiyala, *University of North Carolina at Greensboro*
Angela Miles, *North Carolina A&T State University*

This symposium examines diversity management research with emerging research streams in which stereotyped and stigmatized persons engage in strategies that minimize the likelihood of being the target of discriminatory actions. This research represents a significant shift in the focus of diversity management and inclusion research in that stigmatized individuals take a proactive role in shaping their interactions with others and behave in ways that reduce others' perceptions of their stereotyped identity. The specific issues of social identity, voice, assimilation, and conformity are examined to better understand specific diversity characteristics and actions that shape interpersonal interactions and potentially influence employment outcomes.

Saturday, 10:30am - 12:00pm in La Nouvelle East

OB: New Directions in the Study of Leader-Member Relations (Symposium)

Chester A. Schriesheim, *University of Miami*
Kevin B. Lowe, *University of North Carolina at Greensboro*
Janaki Gooty, *University of North Carolina at Charlotte*
William L. Gardner, *Texas Tech University*
Terri A. Scandura, *University of Miami*
Francis J. Yammarino, *Binghamton University - SUNY*
Monica Sharif, *University of Miami*
Yonghong Liu, *University of Miami*
Claudia C. Coglisier, *Texas Tech University*

Leader-Member Exchange (LMX) theory has been a major approach to studying leadership since the early 1970's. Developing and evolving over time, it has become a main source for understanding the dynamics of supervisor-subordinate relationships. However, this does not mean that LMX research is without its problems and concerns. In this symposium proposal, four paper presentations will be given by scholars with substantial prior research in this and related domains. These presentations will each present unique ideas on current issues associated with LMX theory and offer suggestions for advancing knowledge about the supervisor-subordinate relationship.

Ethics/Soc/Div: Who Brings Home the Bacon? Gender Differences at Work

Facilitator: **Amy B. Henley**, *Kennesaw State University*

**★BEST PAPER IN TRACK★
ARE GENDER DIFFERENCES IN PERFORMANCE
DISAPPEARING? LARGE SAMPLE EVIDENCE**

Thomas H. Stone, *Oklahoma State University*
Jeff Foster, *Hogan Assessment Systems*
Brian Webster, *Oklahoma State University*
Jim Jawahar, *Illinois State University*
Jennifer Anne Harrison, *York University*

The assertion that 'leadership' is becoming less associated with masculine stereotypes has not been tested in an organizational context. Drawing from data in the Hogan Archive (2012), this study investigates the extent to which stereotypes exist using performance and competency ratings for 3,842 managers and 9,069 non-managers across 29 and 87 organizations, respectively. Results from two studies suggest men and women do not differ significantly in overall performance ratings. These results provide insight into inflated claims about gender differences in leadership. We also provide evidence supporting the contention that masculine leadership stereotypes are declining.

**DISENTANGLING THE MISCONCEPTION OF SEX VS.
GENDER IN WORK-TO-FAMILY CONFLICT RESEARCH**

Christopher J. Mathis, *Morgan State University*
Dewaynna Horn, *Texas Woman's University*
Natasha Wilkins Randle, *Mississippi State University-Meridian*
Robert Gregory DelCampo, *University of New Mexico*

Sex has been the most commonly investigated variable in the extant work-family literature. Yet, the findings have been quite inconsistent. This study focuses on a gender-related variable, femininity, instead of sex as a variable to determine differences in individuals' experiences with the work-family interface. Results of moderated regression analysis revealed that femininity, not sex, moderated the relationship between work-to-family conflict and job satisfaction, indicating that, in our sample, gender is more significant than biological classification. This underscores the important role of gender-related variables in ascertaining gender differences in work-family literature. Implications, limitations, and future research suggestions are discussed.

**WHO INFLUENCES WHOM?: GENDER'S IMPACT ON
DOWNWARD INFLUENCE TACTIC CHOICE AND
EFFECTIVENESS**

Caitlin E. Smith, *Tulane University*
Alison V. Hall, *Tulane University*

In this conceptual paper, we develop theory about how social roles impact the choice and effectiveness of influence tactics in downward influence attempts. By considering both sides of the influence dyad, we conceptualize the influence process more completely. Drawing on social role theory, role congruity theory, and dyadic influence frameworks, we propose that the gender of the leader and the gender of the target follower have implications for tactic choice and effectiveness. We propose that female leaders in particular are in danger of choosing ineffective tactics.

**Strategy: Corporate Decisions - from Acquisitions to
Exploration**

Facilitator: **William R. Carter**, *University of North Texas*

**DO FIRM-CUSTOMER AND FIRM-EMPLOYEE
RELATIONSHIPS MATTER? AN EMPIRICAL STUDY OF
EXPLORATION, EXPLOITATION AND FIRM
PERFORMANCE**

Feibo Shao, *Oklahoma State University*
Xiaoping Zhao, *Virginia Tech University*

This paper investigates the performance implications of two major mechanisms for organizational learning. We propose curvilinear relationships between exploration/exploitation and firm performance respectively. We further argue that the curvilinear relationships are contingent on two types of firm-stakeholder relationships. The empirical analyses conducted on an unbalanced panel data set of 3070 observations in 554 firms from 1991 to 2006 confirm the inverted-U shape relationships between exploration/exploitation and firm performance and the moderating effects of firm-employee relationships. Theoretical implications are also discussed.

**THE IMPACT OF SPATIAL DISTANCE ON TOP
MANAGEMENT TEAM TIE STRENGTH AND DECISION-
MAKING PERFORMANCE**

Demetria Henderson, *University of Texas at Arlington*

Virtual teams differ from conventional teams in two major ways: spatial distance and communication. The present research looks specifically at the network of the virtually oriented top management team and the impacts of spatial distance. The question at hand is: for virtual top management teams, what is the impact on the relationship between top management team tie strength and decision-making performance? I theorize that the spatial distance among members of virtual top management teams moderates the relationship between top management team tie strength and decision-making performance.

**THE MAGNITUDE AND PERSISTENCE OF
PERFORMANCE FEEDBACK: EXPLAINING THE
LIKELIHOOD OF RELATED AND UNRELATED
ACQUISITIONS**

Dinesh N. Iyer, *Rutgers, The State University of New Jersey*
Pankaj C. Patel, *Ball State University*
Thomas H. Brush, *Purdue University*

This paper investigates the behavioral theory of the firm explanations for the likelihood of related and unrelated acquisitions. In addition to magnitude, we propose the persistence of negative attainment discrepancy in examining the role of local and distant search and find that related acquisitions are likely when firms initially experience performance below aspirations. However, as they consistently perform below aspirations, this likelihood is reduced and induces firms to engage in unrelated acquisitions. Also, the combination of performance below the aspiration level and persistent attainment discrepancy increases the likelihood of unrelated acquisitions, and lowers the likelihood of related acquisitions.

Saturday, 10:30am - 12:00pm in Royal B

OB: Causes and Consequences of Leader-Member Exchange Differentiation

Facilitator: **Jeffrey Joseph Haynie**, *Nicholls State University*

A MULTI-STUDY INVESTIGATION OF THE IMPACT OF LMX ON FOLLOWER NARCISSISM-OUTCOMES RELATIONSHIPS

Darren C. Treadway, *University at Buffalo, SUNY*
Jeffrey Bentley, *University at Buffalo, SUNY*
Angela Wallace, *University at Buffalo, SUNY*
Stephanie R. Seitz, *University at Buffalo, SUNY*
Lee P. Stepina, *Florida State University*
Lisa V. Williams, *Niagara University*

Narcissistic biases challenge the sense of reciprocity that is fundamental to leader-member exchange. The present study determines whether follower narcissism enhances or nullifies the effects of LMX on follower outcomes. From one perspective, narcissists may feel no sense of reciprocity towards their leaders, due to their inflated self-importance and sense of entitlement. Yet from another, narcissists may react more strongly to LMX quality than less narcissistic individuals, as social exchange is extremely valuable in helping narcissists regulate their fragile self-esteem. Five field studies provide evidence that follower narcissism amplifies, rather than suppresses, the relationship between LMX and employee outcomes.

★BEST OVERALL DOCTORAL PAPER AND BEST DOCTORAL PAPER IN TRACK★ A MULTILEVEL ANALYSIS OF LEADER-MEMBER EXCHANGE DIFFERENTIATION, IDIOSYNCRATIC DEALS, AND JUSTICE WITHIN TEAMS

Chenwei Liao, *University of Illinois at Chicago*
Sandy J. Wayne, *University of Illinois at Chicago*
Robert C. Liden, *University of Illinois at Chicago*
Jeremy D. Meuser, *University of Illinois at Chicago*

Drawing on justice and social comparison theories, we hypothesized that leader-member exchange (LMX) differentiation is negatively related to group effectiveness, operationalized as group performance and organizational citizenship behavior (OCB) climate, via its negative impact on procedural justice climate. Also, we proposed that LMX differentiation strengthens the relationship between relative idiosyncratic deals (i-deals), supervisory procedural justice, and employee outcomes at the individual level. Data from a U.S. sample of 961 employees nested in 71 restaurants supported our hypothesized model. Results of our study highlight the contextual role of LMX differentiation in impacting individual and group outcomes.

THE EFFECT OF EGO DEVELOPMENT ORDER ON LMX

Sorin Valcea, *Washburn University*
Maria Hamdani, *University of Akron*

This study is one of the first to apply a constructive-developmental approach to the study of work relationships. We propose that a leader-follower relationship is circumscribed by the ego development (Loevinger & Blasi, 1976) stage of individuals. Our study finds that individuals value different aspects of a leader-member relationship, depending on their developmental stage. We find evidence for the expectation that higher quality exchange relationships develop between individuals at similar developmental stages.

THE ROLE OF RESOURCES IN SHAPING THE CONSEQUENCES OF LMX DIFFERENTIATION IN WORK GROUPS.

Andrew O. Herdman, *East Carolina University*
Jaewan Yang, *Virginia Tech University*
Jeffrey Arthur, *Virginia Tech University*

We examine the role organizational resources in explaining the consequences of LMX differentiation within work groups. We argue that LMX differentiation will result in resource differentiation within work groups and this disparity of resources will mediate the relationship between LMX differentiation and group outcomes. We further propose that aggregate resource levels will impact group member's appraisal of the fairness of within group LMX differentiation and therefore serve as a moderating condition in shaping the effects of differentiation. Using data collected from 372 employees in 67 work groups, we find support these hypothesis in predicting group emotional engagement and teamwork behavior.

Saturday, 10:30am - 12:00pm in Royal C

OB: Individual and Team Effectiveness: A Social Network Perspective

Facilitator: **Paul Johnson**, *Western Carolina University*

BEING IN THE RIGHT PLACE: A SOCIAL NETWORK PERSPECTIVE ON PERSONALITY IN TEAMS

Ning Li, *University of Iowa*

Current team composition research has almost exclusively focused on the role of team members' attributes without considering team members' unique positions in the team. Yet, according to social network theory, a team member who occupies a central position in a team network will have a greater impact on the team than other members who occupy peripheral positions. Using 658 team members of 87 teams, I found that a member with the highest personality scores tends to have a stronger effect on team effectiveness when he or she is in a central rather than peripheral position in the team.

HOW POLITICALLY SKILLED AGENTS LEVERAGE SOCIAL NETWORKS TO MAXIMIZE PERFORMANCE AND EFFECTIVE CLIENT RELATIONSHIPS

Timothy Paul Munyon, *University of Tennessee*
Rachel Elizabeth Kane-Frieder, *Florida State University*
Andrew Michael Carnes, *West Virginia University*
Gerald R. Ferris, *Florida State University*

Significant questions remain concerning precisely how political skill effects change in performance. In this paper, we adopt an integrative social influence/social capital theoretical perspective to examine how political skill enables the construction and leveraging of social networks, which in turn exercises influence over job performance and effective work relationships. Utilizing a sample of real estate agents and their clients, we found that agent social network development mediates the relationship between agent political skill and objective and subjective agent performance. Our results extend social influence theory by highlighting how political skill affects the construction and utilization of social capital at work.

THE INTERPLAY BETWEEN INTERNAL AND EXTERNAL TEAM NETWORKS AND THEIR EFFECTS ON INDIVIDUAL CREATIVITY

Wonseok Choi, *University of Connecticut*
Nora Madjar, *University of Connecticut*

We differentiate between internal and external team networks and try to theorize a more refined picture of their influences on creative performance. We propose that in addition to the effects of the internal and external team networks alone, their dynamics have strong influences on employee creativity. Specifically, we argue that the size of the external network and the density of the internal network interact to create different configurations and influences on creativity. Our propositions shed light on inconsistent findings on the effects of social networks on creativity and contribute to theoretical developments, both in the social networks and the creativity.

TRANSACTIVE MEMORY SYSTEMS, CONFLICT NETWORKS, GROUP SIZE AND TEAM PERFORMANCE

Anthony C. Hood, *University of Alabama at Birmingham*
Daniel G. Bachrach, *University of Alabama*
Kyle Lewis, *The University of Texas at Austin*
Elliot Bendoly, *Emory University*

Drawing on transactive memory theory, we propose that transactive memory systems (TMS) operate as a meta-resource that enhances team performance directly by generating resource surpluses and indirectly by diminishing the unnecessary expenditure of resources on inter-member conflict. We also propose that this mediated relationship is moderated by group size. Lagged data collected from the members of 107 software implementation project management teams show support for the mediating role played by task and relationship conflict network density in the relationship between TMS and team performance, and the moderating role played by group size.

Saturday, 10:30am - 12:00pm in Royal D

OB: Mistreatment and Aggression in the Workplace

Facilitator: **Rebecca J. Bennett**, *Louisiana Tech University*

‘WELL THAT JUST BITES!’ NEGATIVE JOB EMOTIONS AND COUNTERPRODUCTIVE WORK BEHAVIOR AS MODERATED BY EMOTIONAL INTELLIGENCE

Sukumarakurup Krishnakumar, *North Dakota State University*
Kay M. Hopkins, *North Dakota State University*
Michael D. Robinson, *North Dakota State University*

Counterproductive Work Behaviors are negatively deviant behaviors that affect many organizations in a bad way. CWBs are often elicited from job-related negative emotions. One of the important abilities that individuals use to deal with emotions is emotional intelligence (EI). Using a relatively new workplace-based EI measure, we demonstrate that the relationship between job-related negative emotions and CWBs are more pronounced and significant in low-EI individuals, whereas not significant in high-EI individuals. These results show that EI is an important moderator of the relationship between job-related negative emotions and CWBs. Limitations and implications are also discussed.

A MODEL OF OVERT VS. COVERT RETALIATION AGAINST AGGRESSIVE CUSTOMERS BY OBSERVERS: A MULTILEVEL PERSPECTIVE

Agnieszka Shepard, *Wayne State University*
Kimberly OBrien, *Central Michigan University*

The purpose of our paper is to develop a model that explains under what conditions employees who witness customers mistreating their coworkers will punish these customers by engaging in overt or covert retaliation. The model suggests that observers with a high centrality of moral identity will become morally angry if they witness such injustice, and moral anger will motivate them to redress it. Whether observers do so overtly or covertly will depend on two-way interactions between moral anger and other variables at multiple levels of the organization including agreeableness, extraversion, turnover intentions, visibility of OCBs, intragroup trust, and service climate.

ALIENATION AND ITS CORRELATES: A META-ANALYSIS

Tomas G. Thundiyil, *Texas A&M University*
Jiexin Wang, *Texas A&M University*
Dan Chiaburu, *Texas A&M University*

We provide a meta-analysis of alienation, outlining the extent to which it is predicted by individual differences (need for achievement), role stressors (role conflict), leader dimensions (initiating structure), and aspects of the work context (formalization). We also examine its relationship with outcomes such as employee attitudes (job satisfaction), performance (task performance), withdrawal (absenteeism), and off-the job aspects (drinking). Our meta-analysis provides evidence for effect sizes across multiple settings and respondents, clarifies ambiguous aspects of the construct (i.e., unexpected positive relationship between formalization and alienation), and presents more information on the extent to which alienation is the opposite of job involvement.

WORKPLACE HAZING: AN INTEGRATED MODEL

Johnna Capitano, *Drexel University*
Quinn W. Cunningham, *Drexel University*
Mary Bardes, *Drexel University*

This paper offers a review and extension of the literature on hazing in the workplace. We propose a conceptual definition of workplace hazing, identify the key characteristics of the construct, and distinguish it from similar constructs. We outline an integrated model of workplace hazing based on its use as an organizational socialization practice. We propose antecedents that predict workplace hazing, followed by the positive outcomes for work groups and individuals. We also identify moderating factors. By exploring the theoretical explanations for the positive outcomes of workplace hazing, we hope to shed some light on the perseverance of the phenomenon.

PARTICIPANT INDEX

A

Abi Aad, Amine.....	47
Abston, Kristie	30
Acharya, Chandan	50
Adams, Garry.....	14, 31
Aime, Federico	23
Aissaoui, Rachida.....	32, 52
Alexander, Benjamin Nathan.....	45
Allen, David G.	14, 22, 42, 53
Allen, Josh.....	49
Allison, Thomas H.....	49
Amarakoon, Upamali	58
Ambrose, Maureen L.	54
Amis, John Matthew	32
Ammeter, Anthony (Tony) Paul....	22, 26
Andzulis, James Mick	28
Anglin, Aaron.....	16
Aronson, Olivia	19
Arthur, Jeffrey.....	28, 62
Ash, Steve	54
Ashkanasy, Neal M.....	33, 43, 47
Atewologun, Doyin.....	53
Atwater, Leanne	16, 49
Avey, James B.	58

B

Bachrach, Daniel G.	63
Badawy, Rebecca Lee	35
Bai, Yu	18
Baker, LaKami T.	37
Bakker, Arnold B.....	28
Bala, Madhu	17
Banks, George Christopher	45
Baranik, Lisa.....	24
Bardes, Mary	63
Barker, III, Vincent L.	23
Barksdale, Hiram	40
Barnett, Tim.....	14, 15, 38, 54
Barrane, Fatima Zahra.....	36
Bartley, Sharon Jeffcoat	30
Bass, A. Erin	22
Basuil, Dynah A.....	35
Batchelor, John.....	45
Baugh, Gayle.....	16
Baur, John Edward	49
Beck, Tammy E.	26
Becker, William.....	18
Becraft, Michael	22
Becton, Bret.....	35
Bell, Myrtle P.	34, 35
Bendoly, Elliot.....	63
Bennett, Rebecca J.	43, 63
Bentley, Jeffrey.....	62
Bergiel, Erich B.....	24
Bernardin, John	25
Bickmeier, Robert Michael.....	26
Biderman, Michael David.....	16
Biggane, Jonathan	53
Bilgili, Hansin	49
Bird, James J.	26
Biswas, Malay	53
Black, Janice A.	51
Black, Stephanie	34

Blakeney, Roger Neal.....	24
Blickle, Gerhard	51
Boekhorst, Janet A.	21, 42
Bolton, Joel F.	26
Bowler, Matt	17
Bowman, Gary	37
Boyce, Merrill	25
Braddy, Phillip Wayne.....	23
Bradley, Gregory T.	50
Brekashvili, Paata	27
Brock, Meagan E.	30, 57
Brouer, Robyn	17, 35
Brown, Lee Warren.....	48
Brush, Thomas H.	61
Buckley, Michael R.	42, 49
Bundy, Jonathan Nicholas	32
Burke, Ronald John	42
Burns, Stephanie Kristen.....	28
Butler, Deborah.....	31
Butler, Frank Christopher	59
Buttner, E. Holly	29
Butts, Marcus M.....	31
Bynum, Leigh Ann	25

C

Calderon, Christian.....	30
Camara, Ana.....	19
Campbell, Joanna Tochman	49
Capitano, Johnna	63
Carlson, Dawn S.	20
Carlson, Kevin D.	37
Carnes, Andrew Michael.....	62
Carr, Jon C.....	14, 56
Carsten, Melissa K.	41
Carter, Pamala J.	16
Carter, Suzanne.....	39
Carter, William R.	61
Casper, Wendy Jean.....	34
Casselman, R. Mitch.....	25
Castille, Christopher.....	30
Castro, Stephanie L.	47
Castrogiovanni, Gary.....	22
Chang, Chu-Hsiang	43
Chapman, Elizabeth Foster.....	26
Che, Xinxuan.....	21, 33
Chen, Shawna	52
Cheng, Bor-Shiuan	57
Cheramie, Robin.....	14
Chiaburu, Dan	63
Childers, Olivia.....	16
Choi, Wonseok.....	63
Christensen, Amanda L.	58
Clark, Kim	33, 50
Clark, Sr., Steven Brodie.....	24
Clayton, Russell W.....	20
Cleavenger, Dean	46
Cogliser, Claudia C.	15, 60
Cole, Benjamin M.....	32
Cole, Brooklyn	48, 58
Collins, Brian J.....	33
Collins, Jennifer	25, 34, 45
Combs, James G.	38
Condie, I, Sara	16, 56
Conroy, Samantha	18

Coombes, Susan	24
Cooper-Thomas, Helena D.	53
Cornell, Paul	18, 27
Coustasse, Alberto.....	27
Cowell, Eva Lynn	30
Cox, Kevin C.....	39, 52
Cox, Marcus Z.....	38
Cox, Susie S.	59
Crawford, II, Wayne Stanley.....	20
Crenshaw, Susan.....	17
Crook, T. Russell.....	14, 22
Cropanzano, Russell S.....	18, 28
Crossland, Craig	23
Cunningham, Christopher J. L.....	16
Cunningham, Quinn W.	63
Currie, Ryan Phillip.....	27
Cwalina, Andy M.....	38, 42
Cycyota, Cynthia	23, 29

D

Danehower, Carol.....	30
Daniel, Francis.....	50
Daspit, Joshua J.	17
Davis, Justin L.	14, 35, 38
Davis, Kelly M.....	41
Davis, Phillip Eugene.....	38
Davison, H. Kristl.....	25, 42
Dawson, Kevin M.	59
De Leon, James	36
de Man, Ard-Pieter	34
Debicki, Bart	14
DeGeest, David S.....	39
DeGhetto, Kaitlyn	50
DelCampo, Robert Gregory.....	61
Delery, John E.	18, 58
Demerouti, Evangelia	28
DeNisi, Angelo.....	51
Dennis, Brandon E.	36
DeOrtentiis, Philip S.	43
Deptula, Bryan Joab.....	47
Deslich, Stacie Anne.....	16
Dheer, Ratan	44
Dibrell, Clay	14, 23
Diekmann, Corinna	59
Dimotakis, Nikolaos	17
Djurdjevic, Emilija	18
Domke-Damonte, Darla J.	25, 51, 55
Dong, Xueni.....	53
Donsbach, Jamie.....	16
Drass, Paul Richard	25
Drnevich, Paul Louis.....	33
Drumheller, Kristina.....	30
Dsouza, Derrick E.	17

E

Eassa, Jr., Joe J.....	43
Eddleston, Kimberly.....	36, 38
Edelson, Steven A.	16
Eldemire, Flavia Lynn	60
Elias, Steven M.....	59
Ellen, III, B. Parker	28, 49
Ellis, Kimberly	19
Ellstrand, Alan Edwin	60

Epane, Josue Patien Patien	55
Erwin, Cathleen O.....	55
Esken, Candace.....	17, 21
Evglevskikh, Maria	57

F

Fabian, Frances H.	44, 52
Fainshmidt, Stav	52
Fallatah, Mahmoud	50
Farmer, Benjamin A.....	24
Ferguson, Jr., John	56
Ferguson, Merideth.....	20, 56
Ferris, Gerald R.	49, 51, 62
Fodor, Andrew J.....	35
Follmer, Elizabeth H.	39
Ford, Lucy R.	15
Ford-Eickhoff, Karen.....	15
Foster, Jeff	61
Fox, Suzy	49
Franczak, Jennifer L.	47
Franklin, Geralyn McClure.....	14
Frazier, Michael Lance.....	52
Frear, Katherine A.....	16, 56
Friar, John	36
Friday-Stroud, Shawnta.....	45
Fuller, Jerry Bryan.....	51

G

Galarza, Laura	24
Gallagher, Erin Colleen	33
Gardner, William L.....	15, 22, 41, 60
Garnett, Flannery	31
Garrison, Ellen	20
Gartner, Bart.....	22
Gavin, Mark B.	22, 26, 46, 51
Gazica, Michele W.	38
Geiger, Scott	17
Gentry, Richard.....	23
Gerlich, R. Nicholas.....	30
Gibney, Jr., Ray	20, 40
Gillis, William E.	34
Gilson, Lucy L.	15, 18, 26
Gilstrap, Bruce	35
Golden, Peggy.....	19, 45
Gondo, Maria B.	27
Goo, Wongun	27
Gooty, Janaki	22, 31, 60
Goswami, Ashita.....	59
Gowan, Mary	47
Granger, Benjamin	53
Greckhamer, Thomas.....	59
Green, Kim	50
Greenbaum, Rebecca Lee	40
Greene, Juanne V.	20
Greenwood, Regina A.	29, 32
Greer, Charles R.....	58
Griffith, Jakari	48
Griffiths, Merlyn	38, 60
Guchait, Priyanko	55
Guenter, Hannes	33, 41
Guidice, Rebecca M.....	47
Guldiken, Orhun	47, 60
Gupta, Nina.....	58

Gupta, Shivani 55

H

Haar, Jarrod 23
Haber, Julita 44
Halbesleben, Jonathon 15, 22, 23, 28, 56
Hall, Alison V. 61
Hamdani, Maria 59, 62
Hamilton, Eleanor 56
Hancock, Julie 42, 55
Hansen, Hans 19
Harper, Pamela 44
Harper, Timothy 44
Harris, Brad 35, 56
Harris, Christopher M. 34
Harris, Kenneth J. 41, 43
Harrison, Jennifer Anne 21, 61
Harrison, Joseph 46, 54
Hartmann, Evi 50
Haynie, Jeffrey Joseph 58, 62
Heames, Joyce Thompson 18, 26
Heath, Michele L. 25
Heggstad, Eric 23
Helms, Wes 32
Henderson, Demetria 61
Henle, Chris 59
Henley, Amy B. 14, 31, 46, 61
Henry, Raymond M. 25
Herchen, Julia Lynn 44
Herdman, Andrew O. 62
Hill, Aaron 16, 23
Hitt, Michael 50
Hochwarter, Wayne 28, 51
Hoffman, Brian 36
Holmes, IV, Oscar 15, 16, 18
Holmes, Jeanne Johnson 57
Holmes, Jr., R. Michael 50, 56
Holt, Daniel T. 14, 15, 26
Hoobler, Jenny M. 19, 43, 58
Hood, Anthony C. 27, 63
Hoover, David Jackson 17
Hopkins, Kay M. 63
Horn, Dewayna 61
Hou, Wanrong 34
Houghton, Jeffery D. 18
Houghton, Susan M. 40
Hsu, Dan Kai 56
Huang, Lei 54
Hubschman, Betty G. 53
Hudson, Cristina Keiko 40
Huh, Dong Wook 43
Humphreys, John 42
Hunt, Tammy G. 47, 54
Hurst, Carrie S. 24
Hurt, Kevin J. 33
Huynh, Christopher 36

I

Iyer, Dinesh N. 61

J

Jack, Sarah 56
Jackson, Erin Michelle 54
Jackson, Mary Jo 26, 31
Jackson, William T. 26

Jain, Sr., Arun Kumar 37
James, Matrecia Long 19, 40, 45
James, Sharon D. 39, 44
Janardhanan, Niranjan Srinivasan 17
Jang, Yongseok 18
Jarvis, Jr., Lee Charles 32
Jawahar, Jim 61
Jayawickrema, Avin Manoj 41
Jifri, Ali 33
Johnson, Lars 16
Johnson, Paul 31, 62
Johnson, Russell 43, 54
Jolly, Phillip M. 43
Jones, Carla D. 43
Jones, Foard F. 47
Jones, III, Raymond J. 38, 48, 58
Jones, Lisa Kaye 27
Jones, Nicole Carrie 48
Josefy, Matthew 54
Joseph, Margaret 27

K

Kacmar, K. Michele 14, 20, 22, 26, 31, 40, 43, 51
Kadiyala, Kartik V. 60
Kane-Frieder, Rachel E. 49, 51, 62
Kao, Feng-Hsia 57
Karl, Katherine A. 27
Karriker, Joy H. 14, 21, 31, 41, 50, 59
Karuranga, Egide 36
Katz, Matthew 42
Kedia, Ben L. 33, 44
Keels, J. Kay 51, 55
Keller, Roy Heath 28
Kellermanns, Franz 14, 26, 35, 38
Kelso, Richard S. 45
Kessler, Stacey R. 33, 49
Khoury, Theodore 48
Kidwell, Roland E. 14
Kiewitz, Christian 52
Kim, Jaemin 23
King, Danielle 54
Kinsky, Emily 30
Kluemper, Don H. 24, 31
Knights, Alexander R. 37
Koopman, Joel 18
Kopelman, Richard 27
Krishnakumar, Sukumarakurup 57, 63
Kroll, Mark 48
Kuban, Scott 56, 57
Kuypers, Tom 33

L

Lambert, Jason R. 35
Lambert, Lisa Schurer 27, 41
Lamont, Bruce T. 14, 18
Landry, Amy Yarbrough 55
Lanivich, Stephen E. 29
Lavelle, Jim 14
Lawrence, Ericka Ruggs 18, 27
Lawrence, Sandra A. 33
Lawrence, Thomas B. 32
Le, Son 48
Lee, Judy 25, 30
Lee, Kyootai 24
Leon, Matthew 15, 23, 28

Levine, Edward L. 53
Lewicki, Roy J. 54
Lewis, Kyle 63
Li, Chenwei 58, 62
Li, Haiyang 50
Li, Huaye 22
Li, Ning 62
Liao, Chenwei 58, 62
Liden, Robert C. 62
Liguori, Eric W. 56
Lin, Szu-Han 54
Litchfield, Robert C. 18
Little, Laura M. 22, 31
Litwiller, Brett Joseph 42
Liu, Yonghong 60
Logan, James W. 48
Loignon, Andrew C. 45
Lorinkova, Natalia M. 21
Loughry, Misty 45
Lowe, Kevin B. 14, 16, 22, 29, 31, 37, 47, 55, 60
Lu, Hwangji S. 46
Lu, Shuye 16
Luber, Marius 49
Luthans, Fred 22
Luvison, Dave 34
Lux, Sean 28

M

Ma, Shuang 51
Macera, Brittany Marie 23
Madden, Laura T. 30, 56
Madden, Timothy M. 15, 29, 39
Madero, Sergio 29, 32
Madison, Kristen 30, 38
Madjar, Nora 63
Maellaro, Rosemary 51
Maharaj, Anita 53
Maher, Liam Patrick 15
Malik, Amina Raza 53
Malinowski, Kyle 17
Maloni, Michael 46
Mandeville, Ashley 56
Manegold, Jennifer G. 27
Mankelwicz, John Michael 19, 52
Marett, Kent 24
Marion, Tucker 36
Maritan, Catherine A. 14, 28
Markowski, Edward 52
Marler, Laura E. 59
Marlin, Dan 17
Marquardt, Dennis 31, 35, 48
Martin, Jeffrey Arthur 28
Martin, John A. 60
Martinko, Mark J. 43, 51
Marvel, Matthew R. 38
Massa, Felipe 32
Massimino, Phoebe 27
Masters, Marick F. 40
Masterson, Courtney Rae 19
Mathews, Leah Greden 20
Mathis, Christopher J. 61
Maurer, Joshua 28
Maynard, M Travis 18
McAllister, Charn Patrick 21, 54
McClurg, Lucy Newton 31
McGuire, Jean 32

McIntosh, Cheryl K. 34
McIver, Derrick 33
McKee, Rob 41
McKenny, Aaron Francis ... 16, 23, 32, 49
McKinney, Arlise P. 19, 60
McKnight, William Andrew 24
McLarty, Benjamin D. 24
McLeod, Michael 35, 57
McMahon, Connor James 48
McMillan, Heather S. 23
Meek, William R. 52
Mero, Neal 20
Meuser, Jeremy D. 62
Michael, Steven 22, 34, 47
Michel, Eric J. 21, 56
Miles, Angela 19, 40, 60
Miles, Edward W. 26
Miller, Richard 51
Milosevic, Ivana 22
Mishra, Sushanta Kumar 36
Mitchell, Lorianne 57
Mithani, Murad A. 22
Moghaddam, Kaveh 44
Molitero, Thomas P. 28
Montserrat, Silvia Ines 29, 32
Morgan, Shona 40
Morris, Ric 31
Mossholder, Kevin W. 22, 54
Mullins, Frank 57
Munyon, Timothy Paul 14, 33, 62
Murphy, Jr., Edward Francis 29, 32
Murphy, Patrick James 24
Murphy, Sha'Tonya 17
Muslin, Ivan Scott 55
Myers, Haley 35

N

Nagel, Ruediger 55
Nagy, Brian George 24
Nair, Anil 48, 52
Nalick, Michael Seth 56, 57
Nei, Darin 42
Nguyen, Khai The 51
Novicevic, Milorad M. 22, 42

O

OBoyle, Jr., Ernest 45
O'Boyle, Jr., Ernest H. 39
OBrien, Kimberly 59, 63
O'Connor, Jennifer Maree 33
O'Connor, Stephen 27
O'Leary, Brian Joseph 16, 25
Olien, Jessie Lynn 34
Olivas-Luján, Miguel R. 29, 32
Onesimo, Arnel 29
Orem, Jada Lee 16
Ozbek, Volkan 24, 60

P

Pain, Guillaume C. F. 19
Palar, Jennifer 42
Parks, Ryan William 37
Parks-Yancy, Rochelle 30
Parola, Heather R. 19
Patel, Pankaj C. 61

Paterson, Ted A.	22, 54	Rupp, Deborah E.	14	Snyder, Lori Anderson	42	Walker, Wendy Jackson	26
Paul, Jeffrey	38	Russell, Lisa M.	41, 48, 58	Soebbing, Brian Philip	32	Wallace, Angela	62
Paustian-Underdahl, Samantha.....	23, 56	Rutherford, Matthew W. ...	14, 22, 31, 38	Sollosy, Marc.....	30	Wallace, Craig.....	31
Payne, G. Tyge	14, 22	Ryschka, Andreas Michael.....	55	Sparrowe, Ray.....	22, 41	Walter, Sheryl.....	39
Pearson, Allison	24	S		Spector, Paul E.	38, 43, 49	Walters, Bruce	48
Pearson, Rodney A.	24	Saint-Michel, Sarah	58	Speights, Sabrina Lenée.....	35	Walumbwa, Fred	58
Peluchette, Joy Van Eck.....	27	Sajeesh, Sajeesh	52	Sproul, Curtis R.....	18, 38	Wang, Jiexin.....	63
Penney, Christopher.....	33	Samnani, Al-Karim.....	21	Srinivas, Santosh B.	17	Wang, Lei	16
Penney, Lisa.....	49	Sanders, Tom J.	42, 50	Steinbauer, Robert	22, 40	Washington, Marvin.....	32
Perrault, Elise.....	39	Santos, Neusa Maria	29, 32	Stepina, Lee P.....	62	Washington, Montressa.....	34, 59
Perrewé, Pamela L.....	26	Sanz Vergel, Ana Isabel.....	28	Stern, Ithai.....	44	Wayne, Sandy J.....	62
Pestonjee, Daanish.....	58, 60	Sawant, Rajeev J.....	52	Stevens, Charles.....	58	Weatherhead, Julie	16
Pezeshkan, Amir.....	48, 52	Scandura, Terri A.....	22, 24, 47, 60	Stewart, Alice	40, 57	Weaver, Mark.....	56
Pfahl, Michael.....	35	Schaffer, Bryan S.	20, 39	Stewart, Fran.....	40	Webb, Justin	48
Pfleegeor, Adam G.	39	Schatten, Jeff.....	27	Stone, Thomas H.....	61	Webster, Brian.....	46, 61
Phillips, T. Nichole	60	Schilpzand, Marieke C.....	31	Stoner, Jason S.	35	Weech-Maldonado, Robert	55
Pierce, Charles A.....	15	Schindler, James H.	56	Stoverink, Adam C.	56	Weerawardena, Jay.....	58
Pinto, Daniel	17	Schleicher, Deidra J.	54	Stratton, Micheal T.	20	Weinzimmer, Laurence G.	17, 21, 56
Podsakoff, Nathan.....	43	Schmidt, Paul.....	23, 45	Sturgill, Lisa	16	Werner, Steve.....	45
Pollack, Jeffrey Mathew.....	24	Schminke, Marshall.....	14	Sutton, Trey.....	50	Wheeler, Anthony R.....	20, 22
Poulin, Diane	36	Schoen, Jeremy Lee	31	Swaim, Tony.....	46	White, Charles D.....	45
Pozzuto, Amanda	18	Schreurs, Bert.....	40	Szkudlarek, Betina	24	Whitman, Marilyn	40, 56
Prabhu, Veena	41	Schriesheim, Chester A.	60	Szymanska, Izabela	31, 47	Whitten, Dwayne	20
Prasad, Ajnesh.....	48	Schumacher, Désirée	40	T		Wiggins, Robert R.	52
Prasad, Ambika.....	53	Schwager, Paul.....	35	Taylor, Robert R.	22	Wihler, Andreas.....	51
Provance, Mike.....	44	Scott, Brent A.	54	Teahen, Julia	29, 32	Williams, David W.	52
Q		Seifried, Chad	39, 42	ten Brummelhuis, Lieke L.	28, 56	Williams, Ethlyn A.....	47
Quade, Matthew.....	40	Seitz, Stephanie R.....	35, 62	Tepper, Bennett.....	51	Williams, Larry J.	43, 50
Quigley, Timothy	26	Sell, Briana Christine	29	Theilgard, Nels	16	Williams, Lisa V.	62
R		Senk, Christian Chase.....	16	Theys, Evan Robert	36	Williams, Margaret L.	14
Ramachandran, Indu.....	17, 33, 50	Sermon, Jenay.....	45	Thomas, Christopher H.....	20, 22	Wilson, Charles.....	40
Ramia, Joseph.....	17	Sexton, Jennifer.....	17, 28	Thomason, Stephanie.....	25	Withers, Michael C.	43
Randle, Natasha Wilkins	40, 61	Shalley, Christina E.	18	Thompson, Isaac.....	16	Witt, L. A.	16, 49
Randolph, Angela	29	Shanock, Linda	16, 23, 35	Thundiyl, Tomas G.	63	Wo, David X.H.....	54
Randolph, Robert Van de Graaff.....	38	Shao, Feibo.....	61	Tillman, C. Justice.....	18, 27, 40	Woehr, David J.....	26, 45
Randolph-Seng, Brandon.....	41	Sharif, Monica	24, 60	Tomlinson, Edward C.....	54	Woldoff, Rachael A.....	18
Ranft, Annette	14, 22, 28	Shen, Winny	40	Treadway, Darren C.....	35, 62	Woods, Juanita	47
Rapp, Adam	28	Shepard, Agnieszka	59, 63	Tribble, Larry	24, 33	X	
Rasheed, Howard	34	Shinaberger, H. Lee.....	51	Trusty, Juanita.....	30	Xu, Lei.....	19, 54
Rättich, Gordian	50	Shivarajan, Sridevi.....	53	Tuschke, Anja.....	49	Y	
Reddy, Rama Krishna	33, 44	Shook, Christopher	14, 15, 26, 46	U		Yammarino, Francis J.....	60
Reger, Rhonda K.	32	Short, Jeremy C. ...	14, 16, 22, 23, 26, 32, 49	Uhl-Bien, Mary.....	41	Yan, Jun	35
Renn, Robert W.	22	Shropshire, Christine.....	60	Uhrich, Benjamin Bradshaw	56	Yang, Jaewan	62
Rhew, Nicholas.....	21	Simmering, Marcia J.....	14, 30, 59	Uppal, Nishant	36	Yang, Jun	35
Rice, Darryl	48	Simmons, Aneika L.....	30	V		Yang, Tae Seok.....	34
Rich, Loren	16	Simmons, Sharon	56	Valcea, Sorin	59, 62	Yao, Yongheng	36, 45
Richard, Brendan Mark	46	Simon, Lauren	26	van Emmerik, Hetty	33, 40, 41, 47	Yildirim, Yasar Aysen	17
Richard, Orlando C.	27	Singal, Ajay Kumar	37	van Iterson, Ad.....	44, 47	Yu, Jia	18
Richardson, Hettie A.....	14, 43	Singh, Anupriya	25	Vandenberg, Robert J.	21, 22	Z	
Rieflin, Alexander J.	39	Singh, Barjinder.....	20	Vardaman, James M.	15, 18	Zachary, Miles A.	32
Roberts, Foster Brett.....	22	Singh, Kulraj.....	26	Vassar, Matt.....	23	Zagenczyk, Thomas J.	40
Robin, Jennifer.....	47, 56	Singh, Parbudyal	42	Verreynne, Martie-Louise	58	Zantow, Kenneth E.	50
Robinson, Michael D.	63	Singh, Riann.....	20	Virgets, Alexandra.....	16	Zavyalova, Anastasiya.....	32
Rockett, Tracey.....	51	Singh, Sheetal.....	21	Voges, Kathleen Elizabeth	27	Zellars, Kelly L.....	26
Rogelberg, Steven	23	Sledge, Sally	19	Voronov, Maxim	32	Zhao, Xiaoping	61
Rogers, Bryan	42	Smith, Adam.....	44, 48	W		Zheng, Xiaoming	16
Rogers, Laci.....	49	Smith, Alexis Nicole.....	17	Wadhwa, Preeti	15	Zikic, Jelena	53
Romay, Sophie.....	16	Smith, Anne.....	30	Walker, III, Harvell Jackson	35	Zorn, Michelle.....	60
Rosen, Peter A.	24	Smith, Caitlin E.	61	X		Zozimo, Ricardo.....	52, 56
Roundy, Philip T.....	23	Smith, Mickey B.....	31, 46	Y			
Rousseau, Mary Beth	14, 35	Smith, Monica.....	50	Z			
Ruiz Gutierrez, Jaime.....	29, 32	Smith, Travis Jacob.....	17				
		Smothers, Jack	42				

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Submission Deadline: April 18, 2014 11:59pm EST

Submit papers and volunteer to review at www.southernmanagement.org/meetings/2014

Program Chair: Micki Kacmar, University of Alabama (mkacmar@cba.ua.edu)

SMA invites submissions for its 2014 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, or panel discussions**. All accepted submissions will be presented at the meeting, and all accepted papers have the option of being published in the Annual Meeting Proceedings.

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- Entrepreneurship
- Innovation

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jtang3@slu.edu

- Health Care
- Hospitality Management
- Public Administration

Paul Johnson, Western Carolina University
pdjohnson@wcu.edu

- Management History
- Management Education
- Information Technology

Nathan Hartman, Illinois State University
nathan.hartman@ilstu.edu

- Organization Theory
- International Management

Brian L. Connelly, Auburn University
bconnelly@auburn.edu

- Human Resources
- Research Methods

Timothy Golden, Rensselaer Polytechnic Institute
goldent@rpi.edu

- Ethics
- Social Issues
- Diversity Issues
- Careers

Claudia Ferrante, U.S. Air Force Academy
claudia.ferrante@usafa.edu

- Organizational Behavior
- Jodi Goodman, West Virginia University*
Jodi.Goodman@mail.wvu.edu
Ken Harris, Indiana University Southeast
harriskj@ius.edu

- Strategic Management
- Taco Reus, Erasmus, Netherlands*
TReus@rsm.nl

- Pre-Doctoral*
- Aaron D. Hill, Oklahoma State University*
aaron.hill@okstate.edu

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***PRE-DOCTORAL** - There will be a special poster session to showcase papers by students who **have not yet started** their doctoral studies. Faculty members may play a supporting authorship role on these papers, but the lead author must not have started their doctoral studies before April 18, 2014. Regardless of topic area, pre-doctoral student papers should be submitted to the Pre-Doctoral Track.

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- All submissions must be made online at <http://www.southernmanagement.org/meetings/2014/> no later than April 18, 2014 at 11:59 pm Eastern Standard Time. The deadline is firm and no extensions will be granted.
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- Submitted papers must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers also may be submitted to a journal (but not a conference) after the SMA submission deadline, but must not appear online or in print before the 2014 SMA meeting. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper is accepted, at least one author (for panel discussions, every author) must register and present the work at the conference.
- 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.
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- If a symposium is accepted, all participants must register and present their portion of the symposium at the conference.
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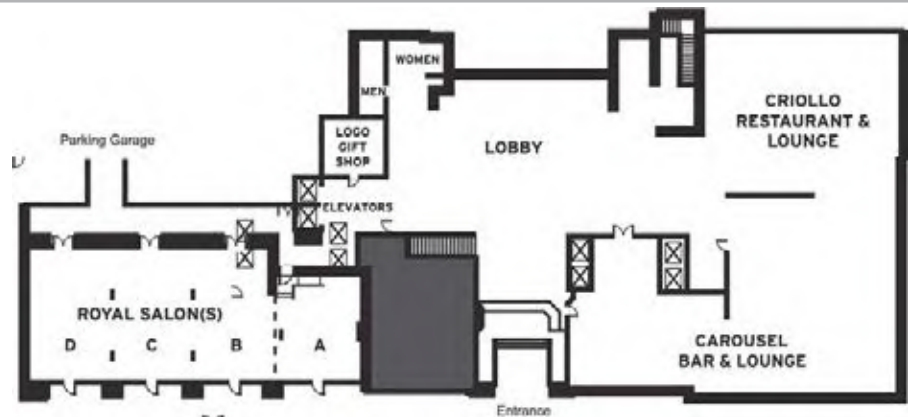


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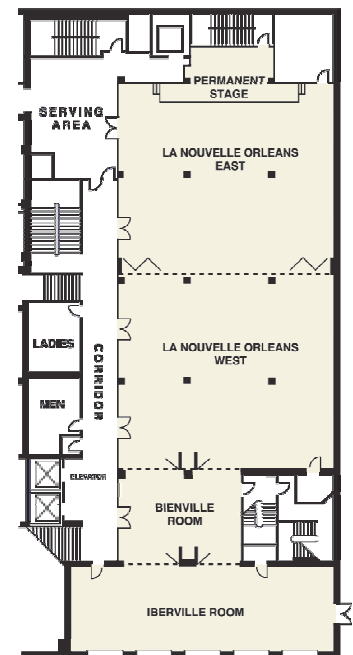
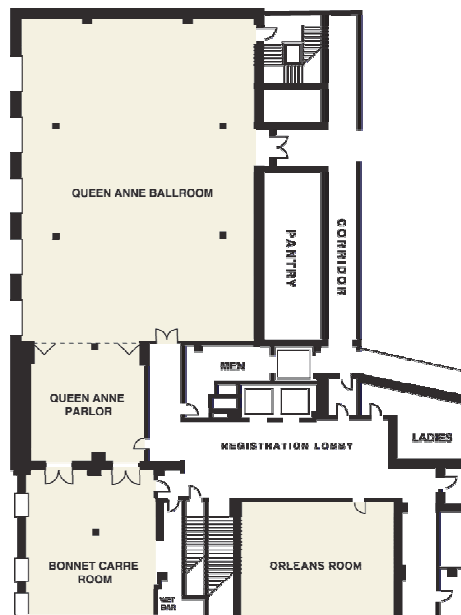
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Mezzanine



Second Floor

