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2016 CONFERENCE MEETING
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WELCOME TO THE 2016 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION

Welcome to Charlotte and to the 2016 SMA Meeting! Our host city is the largest in North Carolina, is nicknamed the "Queen City," and is home to the NASCAR Hall of Fame where our Friday night event will be hosted. We hope that you will have a chance to get out and enjoy all that Charlotte has to offer during your stay.

Wednesday's pre-conference activities include our two doctoral consortia (chaired by **Janaki Gooty** and coordinated by **Neil Tocher, Laura Little, and Matt Rutherford**) that are designated specifically for early (1st and 2nd year) and late (3rd and 4th year) program doctoral students. Our pre-conference activities also include a consortium (chaired by **Lance Frazier**) designed for students who have not yet begun their doctoral studies. SMA is proud of its continuing commitment to support doctoral students' attendance at the SMA doctoral consortium/conference.

On Wednesday afternoon from 1:00-5:00 two workshops will be held. In the first, **Larry Williams** will run a methods workshop entitled CFA and Applications to Common Method Variance which is sponsored by **Consortium for the Advancement of Research Methods and Analysis (CARMA)**. The second session, entitled A Clinical Approach in Entrepreneurship Teaching and Research: Fostering Entrepreneurial Culture through an Entrepreneurship Clinic Model, will be presented by **Lewis Sheats, Jared Childs, Jon Carr, and Jeff Pollack** all of North Carolina State.

The conference begins with a **Crown Hall Meeting Wednesday, 5:15pm-6:15pm, in Charlotte A/B/C/D**. Since we are in the Queen City we decided to turn our Town Hall Meeting into the Crown Hall Meeting - **SMA's first ever Awards Ceremony**. During this session all of the SMA award winners will receive their honors. Come toast the winners, cheer for your friends, and meet some new ones. SMA's Welcome Reception immediately follows the Crown Hall Meeting in which we welcome **CARMA** as a strategic partner. Stop by and say hello and thank you to Larry Williams, the Director of CARMA, who made this new alliance possible.

In addition to a full program of high quality paper presentations, this year's conference offers a number of interesting Professional Development Institute (PDI) sessions. These PDI's continue a tradition of methods oriented sessions co-sponsored by the Research Methods Division of the Academy of Management, such as latent modeling, dyadic analysis, moderation and mediation, and latent growth curve modeling. In addition to the methods sessions, the PDI's cover a range of topics and interests including a retirement seminar from the Community of Academy Senior Scholars (CASS), the SMA Fellows session, which focuses on Balancing Teaching, Research, and Service, and a Round Table Teaching Session.

We continue to offer the **Research Speed Dating Opportunity** sessions which will be held in the 4th Ward. Each speed dating session has a topical theme (e.g. Family Business) where participants in these sessions will chat for 5 minutes with up to 9 people who also are looking for a new research collaborator in the same research area. At the end of the session, plans to connect further with any of the participants who sounded like potential co-authors may be made. We would like to extend our appreciation to **Kincy Madison** for managing these sessions.

Other highlights include our annual business meeting on Thursday evening, several receptions, Café SMA (coffee and networking opportunities), and the SMA party sponsored by Sage. The SMA **Spec-TRACK-ular** party will be held at the NASCAR Hall of Fame - only a few blocks from the Marriott. In keeping with the theme, we will be having a tail gate party! The entire museum will be open to us including all of the interactive exhibits. That's right - you can test your racing abilities behind the wheel of a NASCAR car or see how quickly you can change a tire in the pit challenge. There is also a movie about NASCAR and a museum that traces the history of NASCAR back to the days of moonshine running.

It takes a number of dedicated people to make the SMA conference the wonderful experience that it is. We first want to mention the exceptional track chairs (**Danny Holt, Kim Davey, Indu Ramachandran, Laura Stanley, Shanna Daniels, Rachel Frieder, Ryan Klinger, Jen Sexton, and Laura Madden**) whose job was complicated this year by having to learn a new system. Even with the steep learning curve, they managed the 400+ submissions in a timely and professional manner. We also want to offer thanks to **Kevin Lowe** (President-Elect), who put together the PDI sessions for this conference and **Garry Adams** (Program Chair Elect) for his support as we worked our way through the technology transition. We need to give a big shout-out to our friends from University of North Carolina Charlotte, **Steven Rogelberg** and **Eric Heggstad**, for their time and effort in suggesting some great off-site experiences this year. Our heartfelt thanks go out to the tireless efforts of **Joy Karriker** (Conference Coordinator), who creates and maintains the conference infrastructure.

What you probably do not know is that there is one man behind the scenes who is responsible for making this conference possible - **Paul Johnson** SMA's webmaster. Paul singlehandedly migrated the SMA member database to our new platform, created and maintained the website, set up conference registration, managed the communication flow with members, reset countless passwords, helped members navigate the new submission system, and found creative ways to move SMA forward electronically. When you see Paul at this meeting, be sure to shake his hand and thank him for his unselfish and invaluable service to SMA.

We also wish to thank all of those who submitted, reviewed, and attended this meeting. The wonderful volunteers who give of their time are the only reason this conference can happen. We are very excited to see you here in Charlotte for the 2016 SMA conference and hope that the program will be memorable.

Sincerely,
Micki Kacmar, Program Chair
Jim Combs, President

PROGRAM HIGHLIGHTS

In addition to the refereed portion of the program that follows, a variety of **Professional Development Institute (PDI)** sessions are scheduled throughout the conference. Specific descriptions of these sessions can be found in the program. **Research Speed Dating** sessions run throughout the conference in the 4th Ward. The best papers in each track are designated in the program.

Wednesday (October 26)

- **1:00pm - 5:00pm in 3rd/4th Ward - CFA and Applications to Common Method Variance Workshop** - Presented by Larry Williams (sponsored by the Consortium for the Advancement of Research Methods and Analysis (CARMA))
- **1:00pm - 5:00pm in 1st/2nd Ward - A Clinical Approach in Entrepreneurship Teaching and Research: Fostering Entrepreneurial Culture through an Entrepreneurship Clinic Model Workshop** - Presented by Lewis Sheats, Jared Childs, Jon Carr, and Jeff Pollack of North Carolina State University
- **3:00pm - 6:15pm in Event Edge - Conference Registration**
- **5:15pm - 6:15pm in Charlotte A/B/C/D - SMA Crown Hall Meeting** - Please join us for SMA's first ever Awards Ceremony.
- **6:15pm - 7:15pm in Event Hub - Welcome Reception** - Join us for light snacks and conversation with colleagues as we welcome CARMA as a strategic partner.

Thursday (October 27)

- **8:00am - 8:30am in LG Studio - Café SMA Coffee Bar** – Fuel up with a cup of coffee or tea before your first session. (sponsored by Texas State University)
- **8:00am - 11:45am in Event Edge - Conference Registration**
- **8:30am - 10:00am in 3rd/4th Ward - PDI: Coffee Talk with the Editor of JOM**
- **10:15am - 11:45am in Charlotte D - PDI: SMA Fellows Session: Balancing Research, Teaching, and Service** (sponsored by Texas State University)
- **10:15am - 11:45am in Charlotte E - PDI: Decisions in Latent Modeling** (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:15pm - 4:45pm in Event Edge - Conference Registration**
- **1:15pm - 2:45pm in Charlotte E - PDI: A Brief Introduction to Multilevel Modelling** (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:15pm - 4:45pm in Charlotte E - Conceptual and Design Considerations in Multilevel Studies** (co-sponsored by the Research Methods Division of the Academy of Management)
- **5:30pm - 6:30pm in Charlotte E/F/G/H - SMA Business Meeting**
- **6:30pm - 7:30pm in Event Hub - Presidential and Hunt/SOSA Award Reception** (sponsored by University of North Carolina Charlotte, North Carolina State Entrepreneurship Clinic, and University of Central Florida)

Friday (October 28)

- **8:00am - 8:30am in LG Studio - Café SMA Coffee Bar** - Make a quick pit stop for a cup of coffee before your first session. (sponsored by Texas State University)
- **8:00am - 11:45am in Event Edge - Conference Registration**
- **8:30am - 10:00am in Charlotte E - PDI: Building Trustworthiness in Textual Coding** (co-sponsored by the Research Methods Division of the Academy of Management)
- **10:15am - 11:45am in Charlotte E - PDI: Analyzing Dyadic Data: The Social Relations Model in the Organizational Sciences** (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:15pm - 4:45pm in Event Edge - Conference Registration**
- **1:15pm - 2:45pm in Charlotte E - PDI: The Good, the Bad, and the Ugly - Questionable Research Practices** (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:15pm - 4:45pm in Charlotte D - PDI: To Retire or not to Retire: That is the Question** (co-sponsored by the Community of Academy Senior Scholars (CASS) and SMA Fellows)
- **3:15pm - 4:45pm in Charlotte E - PDI: Moderation, Mediation, and a Little Moderated Mediation: Recommended Practices** (co-sponsored by the Research Methods Division of the Academy of Management)
- **6:30pm - 9:30pm - SMA Spec-TRACK-ular Reception at the NASCAR Hall of Fame** (sponsored by Sage)

Saturday (October 29)

- **8:30am - 9:00am in LG Studio - Café SMA Coffee Bar** - Coffee and tea are available (sponsored by Texas State University)
- **8:30am - 10:30am in Event Edge - Conference Registration**
- **9:00am - 10:30am in Charlotte E - PDI: Baby Steps: An Introduction to Latent Growth Curve Modeling** (co-sponsored by the Research Methods Division of the Academy of Management)
- **9:45am - 11:00am Blumenthal Performing Arts Tour** - Off-site visit to the Blumenthal Performing Arts Center
- **10:45am - 12:00pm Meet the NASCAR Managers** - Off-site visit to the NASCAR Hall of Fame
- **11:00am - 12:30pm Marriott Backstage** - Marriott Backstage

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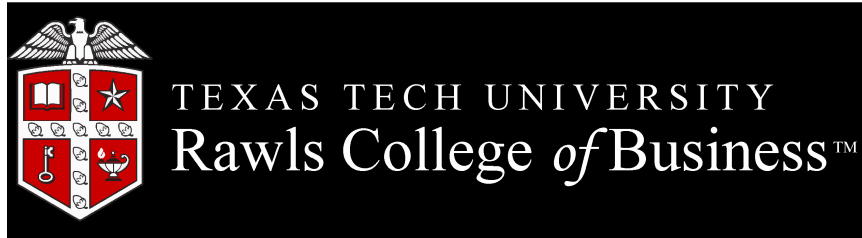
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ABOUT SMA

SMA Mission Statement

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

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

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

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* Repeated role due to an officer resignation.

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In Memoriam

James G. "Jerry" Hunt
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2015 Charles R.(Bob) Greer, Texas Christian University
2014 Mark B. Gavin, West Virginia University
2013 Kevin W. Mossholder, Auburn University
2012 Mark Martinko, University of Queensland
2011 GERALYN McClure Franklin, Stephen F Austin State University
2010 K. Michele (Micki) Kacmar, University of Alabama
2009 Chester Schriesheim, University of Miami
2008 Pamela Perrewé, Florida State University
2007 W. Jack Duncan, University of Alabama in Birmingham
2006 Robert C. Ford, University of Central Florida
2005 David D. Van Fleet, Arizona State University
2004 Arthur G. Bedeian, Louisiana State University
2003 James G. (Jerry) Hunt, Texas Tech University

Affiliations are at time of award

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*Christopher L. Shook	University of Montana	(2015-2016)
James G. Combs	University of Central Florida	(2014-2015)
Christopher L. Shook	Auburn University	(2013-2014)
Tim Barnett	Mississippi State University	(2012-2013)
Bennett Tepper	Georgia State University	(2011-2012)
Mark B. Gavin	Oklahoma State University	(2010-2011)
Margaret L. Williams	Wayne State University	(2009-2010)
Allen C. Amason	University of Georgia	(2008-2009)
Charlotte D. Sutton	Auburn University	(2007-2008)
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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)
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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)
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Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	University of North Carolina Chapel Hill	(1971-1972)
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Burnard H. Sord	University of Texas-Austin	(1967-1968)
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Herbert G. Hicks	Louisiana State University	(1965-1966)
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William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
**William M. Fox	University of Florida	(1962-1963)
**Leon C. Megginson	Louisiana State University	(1961-1962)
**Claude S. George, Jr.	University of North Carolina Chapel Hill	(1960-1961)
***Howard R. Smith	University of Florida	(1957-1958)
***Edward H. Anderson	University of Florida	(1955-1956)
***Gustav T. Schwenning	University of Florida	(1947-1948)

Affiliations are at the time of office.

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

*** The first three heads of 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.*

2016 SMA CONFERENCE COMMITTEE

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* Repeated role due to officer resignation.

SMA 2016 TRACK CHAIRS

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Chair: Daniel T. Holt, *Mississippi State University*

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

Chair: Kim Davey, *Samford University*

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

Chair: Indu Ramachandran, *Texas State University*

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

Chair: Laura Stanley, *University of North Carolina Charlotte*

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

Chair: Shanna Daniels, *Florida State University*

TRACK 6: ORGANIZATIONAL BEHAVIOR

Co-Chairs: Rachel Frieder, *Old Dominion University*
Ryan Klinger, *Old Dominion University*

TRACK 7: STRATEGIC MANAGEMENT

Chair: Jennifer Sexton, *West Virginia University*

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Chair: Laura Madden, *East Carolina University*

SMA 2016 SPEED DATING COORDINATOR

Kincy Madison, Mississippi State University

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Eric Heggstad, University of North Carolina Charlotte
Dan Marlin, University of South Florida St. Petersburg
Sara Perry, Baylor University

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Stephan E. Lanivich, Old Dominion University
Brian G. Nagy, Tennessee Technological University

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Warren G. McDonald, Methodist University
Zo Ramamonjiravelo, Governors State University
Alex M. Susskind, Cornell University

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

Stewart Miller, The University of Texas at San Antonio
Eric Kirby, Texas State University
Kim Clark, Saint Mary's College of California
Valentina Marano, Northeastern University

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

Tim Munyon, The University of Tennessee
Chuck Pierce, University of Memphis
Hettie Richardson, Texas Christian University

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

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Cynthia Cycyota, United States Air Force Academy
Marcus Cox, Stephen F. Austin State University
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Thomas Stone, Oklahoma State University

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Neil Tocher, Idaho State University

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David McLain, State University of New York at Oswego

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2016 SMA AWARDS

BEST OVERALL CONFERENCE PAPER

Sponsored by Sage

Leader Feedback-Seeking from Subordinates and Evaluation of Leader Effectiveness in Leader-Subordinate Relationships: Subordinate Expertise Does Matter!

Jae Uk Chun, Korea University

John Sosik, Pennsylvania State University

Dongseop Lee, Korea University

BEST OVERALL DOCTORAL STUDENT PAPER

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The Double-Edged Sword of Leader-Member Exchange on Employee Voice in Groups: Social Contagion or Relational Maneuvering?

Joel Benjamin Carnevale, Auburn University

Lei Huang, Auburn University

Mary Uhl-Bien, Texas Christian University

Stanley G. Harris, Auburn University

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TRACK 1: ENTREPRENEURSHIP AND FAMILY BUSINESS/TECHNOLOGY AND INNOVATION

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Finance Or Philanthropy? Impact Investing In The Social Entrepreneurship Sector

Philip Roundy, University of Tennessee at Chattanooga

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Hunter Holzhauser, University of Tennessee at Chattanooga

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

Restaurant Franchising Deviance and Firm Risk

Melih Madanoglu, Florida Atlantic University

Gary Castrogiovanni, Florida Atlantic University

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

The Global Convergence Controversy: A Longitudinal Multilevel Assessment Of Cultural Change

Rachida Aissaoui, Ohio University

Frances Fabian, University of Memphis

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

Social Media Recruitment: LinkedIn and (Counter)Productive Diversity Messages

Robyn Brouer, Canisius College

Rebecca Lee Badawy, Youngstown State University

Michael Stefanone, University of Buffalo, SUNY

Michael J. Egnoto, University of Maryland

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

An Exploration of the Cognitive Foundation of Marketplace Discrimination

Jie McCardle, University of Central Florida

Michael W. McCardle, University of North Florida

TRACK 6: ORGANIZATIONAL BEHAVIOR

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Leader Feedback-Seeking from Subordinates and Evaluation of Leader Effectiveness in Leader-Subordinate Relationships: Subordinate Expertise Does Matter!

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TRACK 7: STRATEGIC MANAGEMENT

Do Firms Downsize to Reduce Slack?

Patricia Norman, Baylor University

Frank Butler, University of Tennessee Chattanooga

Michelle Zorn, Auburn University

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Sponsored by PMI

Facilitating Peer Evaluation in Team Contexts: The Impact of Frame-of-Reference Rater Training

Andrew Loignon, University of North Carolina Charlotte

David J. Woehr, University of North Carolina Charlotte

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Who Is Likely To Fail? Benefits And Costs Of Gender Diversity
Kyoung Y. Kim, University of Houston

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

*Understanding Emotional Variability among Hotel Frontline
Employees: Antecedents and the Moderating Effect of Positive
Work Reflection*

Shi (Tracy) Xu, The Pennsylvania State University
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TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

*The Fire Under The Gridiron: Resource Dependence And NCAA
Conference Realignment*

Eric Taylor, Louisiana State University
Benjamin McLarty, Mississippi State
Dale Henderson, Radford University

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

*Are They Worth It? CEO Perceptions of Employee Competence
and Warmth as an Antecedent to HPWS Utilization*

Kyoung Yong Kim, University of Houston
Jake G. Messersmith, University of Nebraska-Lincoln

TRACK 6: ORGANIZATIONAL BEHAVIOR

Sponsored by PMI

*The Double-Edged Sword of Leader-Member Exchange on
Employee Voice in Groups: Social Contagion or Relational
Maneuvering?*

Joel Benjamin Carnevale, Auburn University
Lei Huang, Auburn University
Mary Uhl-Bien, Texas Christian University
Stanley G. Harris, Auburn University

TRACK 7: STRATEGIC MANAGEMENT

*The Good, the Bad, and the Mixed: The Effects of Reputation,
Infomediary Information, and Status Affiliation on Market
Performance*

Karen Nicholas, West Virginia University
Miles Zachary, West Virginia University
Tyge Payne, Texas Tech University

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TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

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TUESDAY, OCTOBER 25

001. Registration

Tuesday, 6:45 to 8:00 pm

Marriott City Center: Church Street Foyer

Coordinator:

Mary Jo Jackson, Stetson University

002. Consortia and Pre-Conference Welcome Reception

Sponsored by Georgia Southern University

Tuesday, 7:00 to 8:00 pm

Marriott City Center: Charlotte F-G-H

Get acquainted with other consortia participants and presenters and enjoy light refreshments.

Coordinator:

Joy H. Karriker, East Carolina University

WEDNESDAY, OCTOBER 26

003. Consortia Registration

Wednesday, 8:00 to 8:30 am

Marriott City Center: Charlotte H-Church Street Foyer

004. All Consortia Continental Breakfast

Sponsored by West Virginia University

Wednesday, 8:00 to 8:30 am

Marriott City Center: Church Street Foyer

By invitation only.

Coordinator:

Joy H. Karriker, East Carolina University

005. PDI: Early Stage Doctoral Consortium

Wednesday, 8:30 to 4:30 pm

Marriott City Center: Charlotte D

By invitation only.

Coordinators:

Matthew W. Rutherford, Oklahoma State University

Laura M. Little, University of Georgia

Panelists:

David G. Allen, Rutgers, The State University of New Jersey

Neal M. Ashkanasy, University of Queensland

Andrew Bennett, Old Dominion University

Mark B. Gavin, West Virginia University

Amy B. Henley, Kennesaw State University

Aaron Hill, Oklahoma State University

Brian Hoffman, University of Georgia

K. Michele Kacmar, Texas State University

Franz Kellermanns, University of North Carolina Charlotte

Don Kluepfer, University of Illinois at Chicago

Lisa Schurer Lambert, Georgia State University

Timothy Paul Munyon, The University of Tennessee

Samantha Paustian-Underdahl, Florida International University

G. Tyge Payne, Texas Tech University

Steven Rogelberg, University of North Carolina Charlotte

006. PDI: Late Stage Doctoral Consortium

Wednesday, 8:30 to 4:30 pm

Marriott City Center: Charlotte E

By invitation only.

Coordinator:

Neil M. Tocher, Idaho State University

Panelists:

Garry Adams, Auburn University

David G. Allen, Rutgers, The State University of New Jersey

Diane Bergeron, Case Western Reserve University

Robyn Brouer, Canisius College

Kris Byron, Georgia State University

Jon C. Carr, North Carolina State University

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Bart Debicki, Towson University

Mark B. Gavin, West Virginia University

Brad Harris, Texas Christian University

Franz Kellermanns, University of North Carolina Charlotte

Lisa Schurer Lambert, Georgia State University

Harvell Jackson Walker, Auburn University

Patrick M. Wright, University of South Carolina

007. PDI: Pre-Doctoral Student Consortium

Sponsored by Oklahoma State University, Auburn University, and The University of Tennessee

Wednesday, 8:30 to 4:30 pm

Marriott City Center: Charlotte F-G

By invitation only.

Coordinator:

M. Lance Frazier, Creighton University

Panelists:

Wendy Jean Casper, University of Texas at Arlington

Claudia C. Coglisier, Texas Tech University

T. Russell Crook, University of Tennessee

Cynthia Cycyota, United States Air Force Academy

Karen Ford-Eickhoff, University of North Carolina Charlotte

Rachel Elizabeth Frieder, Old Dominion University

William Gardner, Texas Tech University

Mark B. Gavin, West Virginia University

Joyce Heames, Berry College

Aaron Hill, Oklahoma State University

Stacey R. Kessler, Montclair State University

Joel Koopman, University of Cincinnati

Karen Landay, University of Alabama

Timothy Madden, East Carolina University

Liam P. Maher, Florida State University

Laura E. Marler, Mississippi State University

Michele N. Medina, University of North Texas

Frankie Jason Weinberg, Loyola University New Orleans

Lei Xu, Texas Tech University

Michelle Zorn, Auburn University

008. SMA Executive Board Meeting

Wednesday, 9:00 to 11:00 am

Marriott City Center: Independence Square

By invitation only.

Coordinator:

James G. Combs, University of Central Florida

009. New Board Member Orientation

Wednesday, 11:15 to 11:45 am

Marriott City Center: Independence Square

By invitation only.

Coordinator:

Kevin Lowe, University of Auckland

010. Doctoral Consortia and SMA Board Member Luncheon

Wednesday, 11:50 to 1:15 pm

Marriott City Center: Charlotte A-B-C Event Hub

By invitation only.

Coordinator:

Joy H. Karriker, East Carolina University

011. A Clinical Approach in Entrepreneurship Teaching and Research: Fostering Entrepreneurial Culture through an Entrepreneurship Clinic Model

Teaching

Wednesday, 1:00 to 5:00 pm

Marriott City Center: 1st/2nd Ward

In this interactive session, we will suggest that an optimal alternative to traditional classroom-based entrepreneurship education is the clinical model whereby teaching and research are integrated in a structured set of co-extracurricular activities centered around an Entrepreneurship Clinic. We discuss the Entrepreneurship Clinic Model, as inspired by the university teaching hospital model, which integrates research, teaching and real world experience. Entrepreneurship clinics, broadly speaking, can provide a place where faculty, students, entrepreneurs and service providers go to teach, learn and build the next generation of businesses. In this interactive session we will explore how a clinic model can enhance entrepreneurship education and research.

Panelists:

Lewis Sheats, North Carolina State University Entrepreneurship Clinic

Jared Childs, North Carolina State University Entrepreneurship Clinic

Jon C. Carr, North Carolina State University

Jeffrey Mathew Pollack, North Carolina State University

012. CFA and Applications to Common Method Variance Sponsored by the Consortium for the Advancement of Research Methods and Analysis (CARMA)

Workshop

Wednesday, 1:00 to 5:00 pm

Marriott City Center: 3rd/4th Ward

This four hour workshop begins with an introduction/review of confirmatory factor analysis (CFA), including conceptual, statistical, and software issues. Next, examples of use of CFA to address common method variance problems will be considered. Specific designs and CFA models to be covered include multi trait multi method, unmeasured latent method construct, marker variable, and measured method effect variables (e.g. Social desirability). Across these examples, strengths and weaknesses of each will be considered, and potential implementation problems will be discussed.

Presenter:

Larry J. Williams, Consortium for the Advancement of Research Methods and Analysis (CARMA), University of Nebraska

013. SMA Outgoing Board Meeting

Wednesday, 1:30 to 4:30 pm

Marriott City Center: Independence Square

By invitation only.

Coordinator:

James G. Combs, University of Central Florida

014. Registration

Wednesday, 3:00 to 6:15 pm

Marriott City Center: Event Edge

Coordinator:

Mary Jo Jackson, Stetson University

015. Exhibits

Wednesday, 3:00 to 6:15 pm

Marriott City Center: Event Hub

Coordinator:

Joy H. Karriker, East Carolina University

016. Crown Hall Meeting

Wednesday, 5:15 to 6:15 pm

Marriott City Center: Charlotte A-B-C-D

Join us for the first ever SMA Awards Ceremony! Since we are in the Queen City, we turned the Town Hall Meeting into a Crown Hall Meeting during which all of the SMA award winners will receive their plaques. Come cheer for your friends and meet some new ones.

Coordinator:

K. Michele Kacmar, Texas State University

017. SMA Welcome CARMA Reception

Wednesday, 6:15 to 7:15 pm

Marriott City Center: Event Hub

Pull up to the starting line and join us for light snacks and conversation with colleagues as we rev up our affiliation with CARMA in the race city.

Coordinator:

Joy H. Karriker, East Carolina University

018. Registration

*Thursday, 8:00 to 11:45 am
Marriott City Center: Event Edge*

Coordinator:

Mary Jo Jackson, Stetson University

019. Café SMA Coffee Bar

Sponsored by Texas State University
*Thursday, 8:00 to 8:30 am
Marriott City Center: LG Studio*

Fuel up with a cup of coffee before you head to your first session.

Coordinator:

Joy H. Karriker, East Carolina University

020. Research Interest Group Meeting

*Thursday, 8:30 to 10:00 am
Marriott City Center: 1st Ward*

This meeting is for the Member Involvement Committee (Research) which has spent the last year identifying ways that SMA can offer services to support members' research efforts. We will review ideas developed by the group, evaluate our progress to date, and discuss new possibilities. All SMA members, especially those interested in becoming involved, are invited to attend.

Coordinator:

Lisa Schurer Lambert, Georgia State University

021. Contemporary Approaches to Mapping Relationships: Case Studies, Ethnography, and Social Networks

Track 4: Human Resources/Research Methods
Paper Session
*Thursday, 8:30 to 10:00 am
Marriott City Center: 2nd Ward*

Facilitator:

Rob Konopaske, Texas State University

Participants:

Using Meta-Ethnography to Analyze Qualitative Case Study Research on Planned Organization Change: A Pilot Study

Diana McBurnett, The University of Texas at Tyler
Andrea Ellinger, The University of Texas at Tyler
Rochell McWhorter, The University of Texas at Tyler
Russ Vince, University of Bath

This paper provides an overview of a meta-ethnographic pilot study of qualitative case studies of planned organization change published in peer-reviewed journals between 2000 and 2015. It includes a summary of literature on planned organization change theory and models from change agent/leadership and change recipient perspectives and a summary of empirical literature on change success rates and factors. The study is underpinned by contingency and paradox theories and addresses research questions regarding planned change failure and success factors and rates, implementation of models of planned change, and patterns found in qualitative case study literature of planned change.

Thriving in Demanding Environments: How Job Demands, Context and Resources Enable Thriving

John Roach, University of South Alabama
Marjorie Icenogle, University of South Alabama
William E. Gillis, University of South Alabama

This conceptual paper examines the saliency of certain contextual features and individual resources that enable one's thriving at work in the context of high job demands. We incorporate insights from the

job demands-resource (JD-R) model into the model for thriving at work to help answer questions regarding how people can thrive in highly demanding jobs given certain contexts and resources. We also expand the model of thriving at work by arguing how two additional contextual features enable individual thriving: decision-making-participation and job demands.

Exploring Interdisciplinary Collaborations of Faculty Members

Shahar Gur, University of North Carolina Charlotte

Leann Caudill, University of North Carolina Charlotte

The goal of this exploratory social network analysis study is to examine the longitudinal progress of collaborations among faculty members in an interdisciplinary doctoral program. The program, founded in 2006, intersects four primary academic disciplines surrounding organizations. Our exploratory research question is whether the creation of this program encourages more collaborations across the disciplines, and thus results in a higher level of between-group connections among faculty members. Using curricula vitae of all faculty members associated with the program from 2006-2015, we created three one-mode networks based on peer-reviewed journal and chapter publication coauthorship. Ties are valued as the cumulative number of collaborations per year. Looking at differences from Time 0 (2006) to Time 1 (2010) and Time 2 (2015), we found that interdisciplinary collaborations among faculty members increased over time. Additionally, we found that there were certain key faculty members who played a role in fostering interdisciplinary collaborations. Suggestions for future research are discussed, such as examining authorship order and publication impact factors and adding graduate students to the network.

Social Network Analysis in HR/OB Family Business Research: Prospective Applications

James M. Vardaman, Mississippi State University

Laura E. Marler, Mississippi State University

Christopher M. Sterling, California State University-Fresno

This paper introduces social network analysis (SNA) into the family business research domain. We highlight specific topics in the family business literature where SNA can provide significant theoretical and empirical purchase. We also discuss key social network concepts and integrate prospective applications of SNA with prevailing theoretical perspectives in family business scholarship. Perhaps most importantly, we present empirical examples that illustrate the use of SNA in a family firm setting. In this sense, the paper serves as a basic starting point for family firm scholars interested in network applications and demonstrates the ways in which SNA opens new avenues for research.

022. Coffee Talk with the Editors of JOM

*Thursday, 8:30 to 10:00 am
Marriott City Center: 3rd/4th Ward*

Want to know more about publishing in the Journal of Management? Come have a cup of coffee with the incoming and outgoing Editors as they discuss publishing in JOM now and in the future.

Presenters:

Patrick M. Wright, University of South Carolina

David G. Allen, Rutgers, The State University of New Jersey

023. All Eyes on You: Reputation and the Firm

Track 7: Strategic Management
Paper Session
*Thursday, 8:30 to 10:00 am
Marriott City Center: Charlotte A*

Facilitator:

Manjot Bhussar, Auburn University

Participants:

Corporate Reputation Effects on Top Management Retention and Firm Market Performance

Thomas Weber, University of Southern Indiana

Kaveh Moghaddam, University of Houston-Victoria

Sara Azarpanah, Lone Star College

While previous corporate reputation studies have explored the effect of reputation on different firm operations and outcomes, this study focuses on two understudied yet important issues: top management

retention and firm market performance. Using longitudinal data, this study investigates the effect of corporate reputation on CEO retention as well as firm market performance for three time frames (short-term, midterm, and long-term). The results show a positive corporate reputation was related to longer CEO tenure and higher firm market performance in the short-term, midterm and long-term.

Members Only? On the Link Between Directors' Social Class and their Number of Board Appointments

Miriam Flickinger, Ludwig Maximilians University of Munich
Marius Luber, Ludwig Maximilians University of Munich
Anja Tuschke, Ludwig Maximilians University of Munich

This study explores the relationship between directors' social class origin and the number of their board appointments. Starting with the assumption that a higher social class can be linked to a larger number of board seats, we ask whether acquiring human capital in form of management experience and education may help lower class directors to overcome disadvantages stemming from social origin. Results are surprising and suggest different effects depending on the type of human capital. Using longitudinal social background data of board chairmen of large German corporations, we find that increasing management experience does not help directors from a lower class social origin to gain more board appointments, while higher educational levels do. We also observe interesting effects of increases in both types of human capital on directors from an upper class background. Together, results speak for the presence of subliminal discrimination in director selection, which can only partly be overcome by acquired human capital.

Nobody's Fooled: Evidence of a Negative Target CEO Halo Effect on Acquisition Premiums

Russell Fralich, HEC Montreal
Andrew Papadopoulos, Université du Québec à Montréal

We examine the influence of target CEO status on the premium paid by bidders to acquire the firm. On one hand, status theory points to "positive" evaluator bias, suggesting higher premiums, on the other hand, it also suggests that high-status target CEOs may better obscure information regarding the target firm, creating adverse selection issues. Using a six-year sample U.S.-based merger and acquisition transactions, our results suggest that bidders may indeed be wary of adverse selection issues. This "negative halo" effect results in lower premiums for targets led by high status CEOs.

024. Meta-analysis in the Study of Organizational Behavior

Track 6: Organizational Behavior
Symposium

Thursday, 8:30 to 10:00 am
Marriott City Center: Charlotte B

Presenters:

Shani Pindek, University of Haifa
Paul E. Spector, University of South Florida
Mary Bambacas, University of South Australia
Erin Eatough, Baruch College, CUNY
Yitzhak Fried, Texas Tech University
Brad Gray, Baruch College
David Howard, University of South Florida
Stacey R. Kessler, Montclair State University
Ashley E. Nixon, Willamette University
Anna Sevostyanova, Willamette University
Danielle Robyn Wald, Baruch College

Meta-analyses have been an important research methodology in the past several decades. Meta-analyses have been used to estimate magnitude of relationships, test theories, and delineate boundary conditions for theories and relationships. Presentations include a review of meta-analyses that have been published in the top organizational behavior (OB) journals, as well as three meta-analyses on specific OB phenomena, including job-embeddedness, job-control, and organic/mechanistic structure as focal variables of the papers. This session provides new empirical and conceptual insight on those three focal variables, as well as a birds-eye view of the contribution of meta-analyses to our knowledge as OB researchers.

025. We Are Family: Identification, Leadership, Performance in Family Firms

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Paper Session

Thursday, 8:30 to 10:00 am

Marriott City Center: Charlotte C

Facilitator:

Peter Jaskiewicz, Concordia University

Participants:

Beyond Organizational Identification: The Legitimization and Robustness of Family Identification in the Family Firm

Curtis Matherne, University of Louisiana Lafayette

J. Kirk Ring, Louisiana Tech University

Brian Waterwall, Louisiana Tech University

Keith Credo, McNeese State University

In this study, family firms are viewed from a social identity theory perspective to examine the effects of organizational identification and family identification on family firm employees. We elucidate the differences between these two types of identifications upon organizational citizenship behaviors and commitment behaviors in family firm employees. Results suggest that family identification is positively related to affective, normative, and continuance commitment, as well as organizational citizenship behaviors. To provide stronger support for the robustness of family identification, analyses were conducted to determine if the variance in these behaviors explained by family identification are above and beyond the variance explained by organizational identification. Hypotheses are tested with a sample of 173 employees from a variety of family businesses. Findings provide support for most of the hypotheses. Implications for researchers and practitioners as well as suggestions for future research are discussed.

Family Business Leadership: The Implications of the Implementation of Authentic Leadership in Family Businesses

Lori Tribble, Texas Tech University

William Gardner, Texas Tech University

Keith H. Brigham, Texas Tech University

While authentic leadership has been extensively studied within the leadership literature, it has received little attention from family business research. In light of the positive effects that have been shown to accrue from authentic leadership, we consider this a particularly promising form of leadership for the family business context. We suggest that when authentic leadership is developed within the family business, both the business and the family may flourish. We contribute to the family business literature by applying Yu, Lumpkin, Sorenson, and Brigham's (2012) landscape map of family business outcomes as a framework for organizing our discussion, as we consider the implications of authentic leadership for each category of outcomes. We also contribute to the leadership literature by identifying a particular context within which authentic leadership may thrive, thereby responding to calls for greater consideration of role of context within the authentic leadership literature. By developing authentic leadership within family businesses, we propose that leaders may be more effective in achieving all of the clusters of outcomes identified as important for family businesses.

Initiating Family Succession: Successor Affective Commitment, Influence Tactics, and Satisfaction in Family Firm Succession Processes

David Jiang, Georgia Southern University

Scott Hayward, Appalachian State University

Drawing from six family business cases studies, we employ research on social influence and social exchanges to create a model of the dynamics associated with a family successor's push for succession. Building theory from data in our cases, we propose that while successors may not have power from resource control and dependencies that they can guide succession outcomes from social influence. Affective commitment guides successors toward more consensual influence tactics. Yet resistance from the founder draws attention to differences and can escalate to harder social influence tactics. This leads to the use of more coercive means of influence. In the end, affective commitment and influence tactics help explain how successors can shape succession outcomes and differences in successor satisfaction with the succession process, especially under circumstances with conflict-laden social exchanges.

Internationalization and Family Firm Performance: A Meta-Analytic Review of the Main Effect and Moderating Factors

Bart Debicki, Towson University

Chao Miao, Wilkes University

Shanshan Qian, Towson University

This study is a meta-analytic review of the effect of internationalization on performance in family firms. We based our statistical procedures on 29 relevant studies. The findings indicate that there is a significant positive effect of internationalization on performance in family businesses. We also found multiple moderators that were significant in terms of their impact on the above relationship. Among firm-level characteristic, only family ownership was significant in that the effect was stronger in family firms with lower levels of family ownership. Several methodological factors were also significant, such as the methods of measuring performance and internationalization. The results also indicate that there are several cultural moderators, such as individualism, masculinity, low uncertainty avoidance, and short-term orientation that positively influence the effect of internationalization on performance in family firms. We provide a discussion of the results obtained herein, point to several practical and theoretical implications and suggest several avenues for future research.

026. Managing Turnover in Health Care: Academic and Practitioner Perspectives

Track 2: Health Care/Hospitality Management/Public Administration Panel

Thursday, 8:30 to 10:00 am

Marriott City Center: Charlotte D

Facilitator:

Millicent F. Nelson, Middle Tennessee State University

Health services organizations are constantly balancing costs and quality of patient care; turnover can negatively affect both. Turnover is not only costly for hiring and training employees, but it can also be detrimental to employee morale as well as contribute to a lack of patient satisfaction and wellness. This panel symposium will present academic and practitioner perspectives of turnover by examining prior research and providing insight to the current problem within the health care industry. Participants will interact with subject matter experts and develop research questions that address some of the issues and gaps that remain under-researched and unresolved.

Panelists:

Richard Tarpey, Hospital Corporation of America, Inc.

Emma Metcalf, Lexington VA Medical Center

027. The Whole Kit and Kaboodle on Short-term International Study Trips

Track 8: Innovative Teaching/Management Education Panel

Thursday, 8:30 to 10:00 am

Marriott City Center: Charlotte F

Preparing students for the global marketplace has become a common goal in business education today. To address this goal, many universities offer short term international study trips to enhance student understanding of the complexities of doing business in an international setting. The purpose of this symposium is to share all things related to international business study trips. Topics and lessons learned will include: curriculum development, the nuts and bolts of successfully offering an international trip experience, how universities are globalizing their experiential learning opportunities, and the benefits of such experiences.

Panelists:

Karen Ford-Eickhoff, University of North Carolina Charlotte

Marilyn Michelle Helms, Dalton State College

Katherine Karl, University of Tennessee Chattanooga

Kathleen Wheatley, University of Tennessee Chattanooga

028. Diversity Climate: HR Practices and Representation

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

Paper Session

Thursday, 8:30 to 10:00 am

Marriott City Center: Charlotte G

Facilitator:

Thomas H. Stone, Oklahoma State University

Participants:

Inclusive HR Practices and Female Board Committee Representation

Arjun Mitra, University of Illinois at Chicago

Steve Sauerwald, University of Illinois at Chicago

While much research has examined the antecedents of female board representation, little is known about how firms can increase female board committee representation. Using recategorization theory and signaling theory, we show that inclusive human resource (HR) practices targeted at minority social groups (such as the LGBT community) are an effective signal to increase female board committee representation. We also argue that the absence of CEO duality and strong corporate social performance enhances this relationship. Based on a sample of 508 publicly-traded U.S. firms covered in the Corporate Equality Index, we find support for our arguments. Keywords: Female directors; Inclusive HR practices; LGBT community; Corporate Equality Index; Board committees

Stereotype Threat Theory: Do We Have a Good Theory for Organizational Research?

Gabrielle Swab, University of Mississippi

Golshan Javadian, Morgan State University

Vishal K. Gupta, University of Mississippi

Over the last two decades, stereotype threat theory (STT), a novel intriguing perspective to understand intergroup differences in social and economic outcomes (e.g., intellectual and ability tasks), has attracted considerable attention. Adapting and extending recent discussions on formulating and constructing theory, we present a comprehensive five-pronged theory assessment framework for evaluating STT as a 'good' theory for organizational research. We delve deep into the STT literature, providing an incisive critical analyses to identify specific areas where STT has made substantive progress as well as those where notable gaps and omissions remain to be addressed through future inquiry. The assessment criteria we propose evaluates the present theoretical status of STT, and also helps move forward the scientific enterprise as a whole by guiding efforts to strengthen other theories that may be of interest to organizational scholars.

The Effects of Person-Organization Political Misfit On Employees: A Conceptual Model

Lee Warren Brown, Texas Woman's University

Jennifer G. Manegold, Florida Gulf Coast University

Dennis Marquardt, Abilene Christian University

Organizational research has found many positive benefits to person-organization (PO) fit, for both individuals and the organization. However, PO misfit has received far less attention in the literature. In this paper, we look specifically at PO misfit caused by the differing political values of the firm and employee. We argue that when employees have negative perceptions of CEO political activism, the likelihood of PO political misfit between an employee and the organization increases, and this can lead to negative outcomes in the workplace. We also consider how ethical climate and moral identity impact PO misfit and negative organizational outcomes. We introduce a conceptual model, and discuss implications for both the firm and employee.

The Impact Of Diversity Climate On Valued Organizational Outcomes: A Meta-Analytic Review

Kevin Lowe, University of Auckland

E. Holly Buttner, University of North Carolina Greensboro

Shiva Nami, University of Auckland

Diversity climate has been linked to a number of organizational outcomes including employee retention, sales performance and sales growth, organizational attachment, perceptions of workplace justice, employee perceptions of inclusion, and customer satisfaction. We conducted a meta-analytic review to investigate the relationships between Diversity Climate and four valued organizational outcomes: Satisfaction, Performance, Commitment, and Intention to Stay.

Results of the meta-analysis for 32,659 subjects across 22 studies and 63 effect sizes found positive relationships between Diversity Climate and each of the criterion variables of interest. The strongest effects were observed with Commitment and the weakest effects with Intent to Stay.

029. Emerging Workforce Trends in OB Research

Track 6: Organizational Behavior

Paper Session

Thursday, 8:30 to 10:00 am

Marriott City Center: Charlotte H

Facilitator:

Jeffrey Bentley, University at Buffalo, SUNY

Participants:

Overqualification Phenomenon: Can An Overqualified Employee be Good for the Organization?

Mirzokhidjon Abdurakhmonov, University of Arkansas

The small but growing overqualification literature gained importance due to changes in global workforce. I review overqualification literature and propose a definition of overqualification, defining it as meeting all minimum education, skills and ability requirements of the job and possessing either formal education, skills or abilities higher than required for a given job. I also develop a theoretical model and propositions that generate insights into how overqualified employees respond to being overqualified. I use stress literature, identity, and self-efficacy theory to explore individual and organizational consequences of overqualification perception by employee and its implications for theory and practice.

Cleaning off the Dirt: How Leaders Help Employees of Dirty Work Create Positive Self-Efficacy through Leader and Work Group Identification

Emily D. Campion, University at Buffalo, SUNY

Building off of Hughes' (1958) and Ashforth and Kreiner's (1999) notion of dirty work, I aim to help solve the inherent paradox between the negative socio-emotional ramifications of stigmatized profession (e.g., police work, exotic dancing, custodial work) and positive self-identification by using leader behaviors and social identity theory of leadership (Hogg, 2001). I argue that individuals in these occupations are able to experience high self-efficacy through strong leader and work group identification. Leader-espoused occupational ideologies—reframing, recalibrating, and refocusing—and identification with one's leader both help to foster work group identification as well as block the effects of occupational stigma. Group membership is critical for humans to understand their place in the world (Tajfel & Turner, 1986; Hackman, 1992). As such, stronger work group identification will likely result in increased self-efficacy, which research has demonstrated to be positively associated with job performance (Stajkovic & Luthans, 1998) and job attitudes (McNatt & Judge, 2008).

Understanding Productivity and Performance of Knowledge Workers: A Conceptual Model

April Spivack, Coastal Carolina University

Ashay B. Desai, University of Wisconsin Oshkosh

As a result of technological advances, knowledge workers have become increasingly mobile; people can perform work in a variety of new locations, via an assortment of new working arrangements. These new flexible work arrangements (FWA) challenge traditional managerial practices by highlighting the tensions between attempts to control workers to extract maximum effort and granting workers spatial autonomy. We integrate arguments from multiple theories to build propositions and a framework mapping the relationships between flexible work arrangements, perceived spatial autonomy, work site selection, and productivity for today's knowledge workers. We highlight the interaction between individual work values and exchange ideology, and present a number of qualitative variables as factors representing cognitive processes and motivation. The resulting conceptual model contributes to the existing literature by contrasting different theoretical sets of predictor variables and examining their effect on productivity. We discuss implications and avenues for future work exploring these relationships.

Working Toward Neurodiversity: How Organizations and Leaders Can Accommodate for Autism Spectrum Disorder

Stephanie R. Seitz, California State University, East Bay

Sara A Smith, California State University, East Bay

In an increasingly relationship-oriented working world, social skill can be essential for job success. However, there is a growing number of working age adults who do not possess these heightened skills. Autism Spectrum Disorder (ASD) is characterized by specific difficulties with social interaction, and employers have legal obligations to reasonably accommodate for the particular needs associated with this disorder. To date, research has generally focused on identification, treatment, and prevention in children. Much less research has been devoted to the issues of ASD in adulthood, in particular in employment situations. We conducted an exploratory investigation to discover strategies that managers and organizations can use to accommodate for employees with ASD. From our research emerged five distinct themes: Understanding, flexibility, motivation, direct communication, and ongoing support. Using this framework, we make several theoretical propositions and discuss theoretical implications and avenues for future research.

030. Exhibits

Thursday, 8:30 to 11:45 am

Marriott City Center: Event Hub

Coordinator:

Joy H. Karriker, East Carolina University

031. To Bridge or Not to Bridge: Re-examining the Micro-Macro Divide in Management Research

Track 3: Organization Theory/International Management/Management History

Panel

Thursday, 10:15 to 11:45 am

Marriott City Center: 1st Ward

Facilitator:

Indu Ramachandran, Texas State University

In 2011, the Journal of Management published a special issue on bridging micro and macro domains in management research. The special issue editors (Aguinis, Boyd, Pierce, & Short, 2011) suggested that the ability to integrate micro and macro methods is one of the toughest challenges faced by management scholars. Researchers in the field of management have emphasized for a while now that it is important to consider individual-level phenomena (for example, an individual's ability to learn and process routines) in order to understand organization-level phenomena (for example, organizational learning and knowledge management) (Spender, 1996). In the last decade and a half, there has been burgeoning interest in research that delves into examining micro foundations in macro research (Felin & Foss, 2005) and in multilevel research. However, the divide between micro and macro domains in management research is still evident in several ways. Bridging the micro macro divide may help in eliminating confusion that arises when different domains sometimes use different labels and symbols for describing identical methodological procedures (Aguinis, Boyd, Pierce, & Short, 2011), in facilitating better understanding of causal processes (Huselid & Becker, 2011), and of complexities and analytical challenges in organizational research (Mathieu & Chen, 2011). In addition, a better understanding of this divide could allow for more nuanced multidisciplinary engagement between researchers (Molloy, Ployhart, & Wright, 2011). There are still several unanswered questions regarding how to bridge the micro-macro divide, and while this session may not answer all the questions, it will (hopefully) generate enough excitement and interest in examining these questions.

Panelists:

Patrick M. Wright, University of South Carolina

G. Tyge Payne, Texas Tech University

Brian Boyd, City University of Hong Kong

Mark B. Gavin, West Virginia University

Janaki Gooty, University of North Carolina Charlotte

032. I Walk the Line: Strategic HR and Line Managers' HR Interventions

Track 4: Human Resources/Research Methods

Paper Session

Thursday, 10:15 to 11:45 am

Marriott City Center: 2nd Ward

Facilitator:

Karen Landay, University of Alabama

Participants:

Integrating Person-Organization Fit with Strategic Work Analysis

Vicky Knerly, Florida Institute of Technology

This paper will survey current trends in work analysis and propose an integration with P-O fit in order to discover not only the employment needs of the organization which will optimize competitive advantage, but also discover the knowledge, skills, ability, traits, behaviors, and characteristics of the workers needed for those positions which will best contribute to the strategic operation of the organization. Person-organization fit, when integrated with the work analysis process to determine future work needs, will result in a long-term positive outcome of acquiring workers who want to be with the organization because of perceived cognitive symmetry with the organization's climate, culture, values, and norms. The resulting outcome will produce a positive, synergistic relationship with the organization and overall job satisfaction, and have a negative effect on intent to leave the organization, resulting in reduced turnover.

Unmasking the Relationship between International Assignment and Firms' Innovation Performance

Malay Biswas, Indian Institute of Management, Rohtak

Labour mobility within MNC network operates as an important channel for knowledge spill-over among its subsidiaries. Firms use international assignment as a mode of knowledge transfer. But we know little about the mode of knowledge transfer that is effective. In this research, we examine the merit of portraying expatriate as a carrier of knowledge and how firms use international assignment practices to manage its innovation performance. This paper attempts to answer two distinct questions: What different types of relationships exist between diverse types of international assignment practices and firms' innovation performance. We also examine the impact of substitutive and complementary relationships between various types of international assignment practices while measuring its role in firms' innovation performance. Using a sample of German manufacturing firms, we use fractional logit modelling technique to identify effective firm-level international assignment practices that remain unattended in the literature so far. Based on empirical substantiation, our research work provides helpful guidance to the policy makers and practitioners, responsible for execution of international assignment practices.

Line Manager Implementation of HRM Practices: An AMO Approach

Dorothea Roumpi, University of Arkansas

Daanish Pestonjee, University of Arkansas

John E. Delery, University of Arkansas

This paper focuses on the crucial and generally neglected role that line managers play in achieving congruence between intended and implemented human resource practices. Using the Ability-Motivation-Opportunity framework, a proposed model is developed explaining the role of ability, motivation, and opportunity as mechanistic processes behind implementation decisions made by line managers. The line manager's ability, motivation, and opportunity to put into action the HRM practices, in turn, are conceptualized to be contingent upon a number of factors related to the organizational and social context, as well as individual differences. The proposed conceptual model illustrates that organizations can and should influence the extent to which line managers effectively implement the espoused HRM practices by shaping factors that favorably influence ability, motivation, and opportunity.

The Making and Giving of Sense: Line Manager Implementation of Human Resource Strategy

David Steffensen, Florida State University

At their core, sensemaking and sensegiving are centered on processes of understanding and influence (Gioia & Chittipeddi, 1991). To provide a more complete picture of how these processes unfold, this paper develops a theoretical model that incorporates the dimensions of

political skill, a social effectiveness construct, on the sensemaking and sensegiving of line managers. The context of line manager implementation is important, as it represents an important intermediate link between the development of human resource strategy and firm performance. In my paper, I argue that line managers are responsible for making sense of HR strategy they are told to implement, and for giving sense regarding their organizations' HR strategy to lower-level employees. With a backdrop of sensemaking and sensegiving, I argue that politically skilled line managers use their (a) social astuteness and networking ability to secure important resources and accurately interpret their organizations' HR strategies and (b) their interpersonal influence and apparent sincerity to provide legitimacy and trust to the HR strategies.

033. U.S. Healthcare System: Emerging Trends and Research Opportunities

Track 2: Health Care/Hospitality Management/Public Administration Panel

Thursday, 10:15 to 11:45 am

Marriott City Center: 3rd Ward

Facilitator:

Kim Davey, Samford University

The U.S. healthcare system continues to undergo significant changes related to the passage of the 2009 Health Information Technology for Economic and Clinical Health Act and 2010 Affordable Care Act. This session will explore emerging trends and research opportunities related to the evolution of the U.S. healthcare system. Panelists will present on topics such as health information technology, quality, population health, and biotechnology. The goal of this session is to help participants identify scholarship opportunities and publicly available data sources that can be used to explore emerging research questions.

Panelists:

Hal Neumeier, Samford University

Alan Jones, Baylor University

David R. Williams, Appalachian State University

034. Stop, Schola-borate, and Practition!

Track 7: Strategic Management

Panel

Thursday, 10:15 to 11:45 am

Marriott City Center: Charlotte A

Facilitator:

Jennifer Sexton, West Virginia University

Real business problems, yo, we'll follow it. Check out this sesh, where these scholars will solve it. A common critique of strategic management research is the disconnect between our theories, studies, and findings and the applicability to "real world" situations. The results from carefully designed and executed studies can be overlooked due to the incremental nature of the work that we do. Subsequently, we often ignore one of our most important audience members: the practitioner. This new session features presentations from strategic management scholars specifically focused on the applicability of our theoretical frameworks and empirical findings. Each presentation tackles an issue that firms are currently facing and uses research from our top journals to better understand the problem and propose solutions. Each presentation will be followed up with a Q&A session, and audience members are encouraged to participate in the discussion. Please join us (if only for the terrible puns and misappropriated 90s rap lyrics)!

Panelists:

Joel F. Bolton, University of Southern Mississippi

Aaron Hill, Oklahoma State University

Bruce T. Lamont, Florida State University

Lou Bifano, Auburn University

Miles A. Zachary, West Virginia University

035. Antecedents and Outcomes of Team Emergent States and Processes

Track 6: Organizational Behavior

Symposium

Thursday, 10:15 to 11:45 am

Marriott City Center: Charlotte B

Presenters:

Keaton Allen Fletcher, University of South Florida

Wendy L. Bedwell, University of South Florida

Winston Bennett, Jr., United States Air Force

Shawn Burke, University of Central Florida

Michael Coovert, University of South Florida

Sarah Frick, University of South Florida

Samantha Garret, University of South Florida

David Howard, University of South Florida

William Kramer, Clemson University

Weiwei Liu, Florida Institute of Technology

Philip Scott Ramsay, University of South Florida

Diana Sanchez, Colorado State University

Nastassia Savage, Clemson University

Marissa Shuffler, Clemson University

James K. Summers, Iowa State University

Melissa Walwanis, Florida Institute of Technology

Jessica Wildman, Florida Institute of Technology

Organizations increasingly rely on teams to complete tasks, but an intricate understanding of team processes and emergent states is only now beginning to emerge. This symposium advances knowledge in this area by expanding the understanding of these processes, and focusing on the antecedents and consequences of team processes and emergent states. Presentations will summarize empirical findings from a diverse set of studies on a broad range of emergent states including trust and distrust, psychological safety, team empowerment, and perceived voice. This session provides novel empirical and theoretical contributions regarding team development over time, and what consequences this has for organizations.

036. Entrepreneurship: The Influence of Environments and Institutions

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Paper Session

Thursday, 10:15 to 11:45 am

Marriott City Center: Charlotte C

Facilitator:

Matt Hersel, Auburn University

Participants:

Do Weak Institutions have a Disproportionate Impact on the Entrepreneurial Intentions of the Poor?

Adam Smith, Arkansas State University

William Q. Judge, Old Dominion University

Stephen Lanivich, Old Dominion University

Ed Markowski, Old Dominion University

This study advances scholarship on the institutions-entrepreneurship relationship. We propose that the dimensions of a country's national business system directly impact individual entrepreneurial intentions and that individual income serves as a contingency factor in this relationship. That is, individuals with higher incomes are better able to deviate from dominant institutional logics. We cross-level analyze 49,013 individuals from 48 diverse countries. Results support the notion that institutions have a greater impact on low-income individuals with respect to entrepreneurial outcomes. The study contributes to a more nuanced understanding of embedded agency within the institutional logics perspective. It bridges the literatures on individual entrepreneurship and the institutional logics perspective. Furthermore, the study provides context and evidence on the impact of income on choice and economic well-being.

Entrepreneurship in Industrial Clusters: A Relational Approach

Subrata Chakrabarty, University of Texas - El Paso

This paper contributes to the theoretical literature on entrepreneurship in industrial clusters. An entrepreneurial firm often engages with multiple stakeholders within an industrial cluster. The productive and

counter-productive aspects of relational processes that underpin social capital, in the context the prevalent policy environment, are theoretically analyzed.

How do VCs Affect Entrepreneurial Firms' Alliance Activity?

Roberto Ragozzino, University of Tennessee at Knoxville

Dane Blevins, Clemson University

This paper aims to understand how the involvement of venture capitalists (VCs) affects alliance formation and alliance characteristics in entrepreneurial firms. Specifically, we examine the linkages between VCs and the likelihood, number, type, and geographic characteristics of the strategic alliances implemented by entrepreneurial firms. We draw from a sample that allows us to compare VC-backed firms against their counterparts with fewer concerns tied to endogeneity biases than previous studies. While our results show that both the statistical and the economic significance of VCs' contribution to alliance formation are sizable, the types of partnerships and partner characteristics are indifferent for VC- and non-VC-backed firms alike. A number of implications are discussed.

Many Paths to the Global Marketplace: Configurations of Venture Internationalization in Emerging and Developed Economies

Mark Mallon, Old Dominion University

William Q. Judge, Old Dominion University

Stav Fainshmidt, Florida International University

Stephen Lanivich, Old Dominion University

Ed Markowski, Old Dominion University

One of the largest needs in the comparative international entrepreneurship stream of research is comparative analyses of internationalization out of different home countries. This study seeks to understand the multi-level antecedents of new venture internationalization within the global economy. Fuzzy-set Qualitative Comparative Analysis is used to examine the complex, nonlinear interactions of national business system attributes and founder human capital using data from the Global Entrepreneurship Monitor. We find multiple configurations of national business systems and founder human capital that lead to high levels of new venture internationalization. Specifically, three effective configurations were found in emerging economies, and five different configurations in developed economies. As such, this study illustrates that successful internationalization differs across emerging and developed economy business systems, and that founders actively take advantage of or escape from national institutional influences.

037. Strategies for Balancing Research, Teaching, and Service Sponsored by Texas State University

PDI - Fellows

Thursday, 10:15 to 11:45 am

Marriott City Center: Charlotte D

To reduce stress and maintain a healthy lifestyle, professors have to manage a work-life balance effectively. A professor's work life typically entails trying to balance his or her research, teaching, and service obligations. The panelists in this session are SMA Fellows who collectively have decades of experience in successfully balancing research, teaching, and service obligations. The goal of this session is for the panelists to share their balancing strategies with members of the audience and engage them in discussion.

Coordinator:

Charles A. Pierce, University of Memphis

Panelists:

David G. Allen, Rutgers, The State University of New Jersey

Tim Barnett, Mississippi State University

James G. Combs, University of Central Florida

Pamela Perrewe, Florida State University

Christopher L Shook, University of Montana

038. Decisions in Latent Modeling

Co-sponsored by the Research Methods Division of the Academy of Management

PDI - Methods

Thursday, 10:15 to 11:45 am

Marriott City Center: Charlotte E

This workshop covers key decision points in implementing a latent variable model. The goal is to translate recent technical work and make it accessible so as to improve the use of best practices by organizational researchers. Decisions to be covered include: Decision 1: What type of measured variables (items vs. parcels)? Decision 2: What type of link between latent variables and indicators (reflective, formative)? Decision 3: How to determine if a measurement model is acceptable? Decision 4: How to determine if a path model is acceptable? Decision 5: How to investigate mediation/moderation hypotheses? Decision 6: What to report from my SEM analyses?

Presenter:

Larry J. Williams, Consortium for the Advancement of Research Methods and Analysis (CARMA), University of Nebraska

039. Evidence-based Pedagogy

Track 8: Innovative Teaching/Management Education

Paper Session

Thursday, 10:15 to 11:45 am

Marriott City Center: Charlotte F

Facilitator:

Robert Bonner, University of Texas San Antonio

Participants:

'Ripped From the Headlines': Creating Problem-Based Learning with Real-Time Cases

Beth Zuech Schneider, Queens University of Charlotte

Gregory Berka, Queens University of Charlotte

The case method has been a popular and effective learning tool used in some form by almost all business schools over several decades. While the case method can add a certain dynamic to a students' learning process, it fails to be a perfect solution for addressing the pedagogical needs of today's dynamic business environment. Using problem-based learning for case development can offer students real-time experience while retaining the benefits from the traditional case method. This paper outlines an approach for creating real-time cases with the problem-based learning method which is interdisciplinary and can be used in any business discipline.

A Teaching and Learning Model for Developing Leadership Skills in Undergraduate Management Programs

Belinda Johnson White, Morehouse College

This article describes a leadership and professional development (LPD) teaching and learning model for undergraduate business students. The LPD teaching and learning model serves as the conceptual framework for the LPD course. The course utilizes experiential learning theory to achieve student learning outcomes. The LPD model and course components are described in detail in the article. Alumni perception of the impact and importance of the class is extremely favorable, positioning LPD as a scalable intervention for the teaching of leadership and professional development skills and competencies throughout higher education and industry. The success of the model and the class along with conclusions and recommendations are discussed.

Best Paper In Track

Sponsored by PMI

Facilitating Peer Evaluation in Team Contexts: The Impact of Frame-of-Reference Rater Training

Andrew Loignon, NEOMA Business School

David J. Woehr, University of North Carolina Charlotte

Jane Shumski Thomas, Purdue University Calumet

Misty L. Loughry, Rollins College

Matthew W. Ohland, Purdue University

Daniel Ferguson, Purdue University

The present study extends the research on peer evaluation by examining the impact of a frame-of-reference training intervention on team-members' understanding of a specific model of teamwork, as

well as on the quality of peer evaluation in a team-performance context. Specifically, we measure improvements in participants' understanding of and ability to apply a model of team performance, then examine whether participants who have completed frame-of-reference training provide higher-quality peer ratings in the context of an interactive team exercise than those who do not receive training. Using round-robin data obtained from students working on a highly interdependent task at two universities, we test our hypotheses using the social relations model. Our findings suggest that students who completed the frame-of-reference training could classify and rate behaviors more accurately. Furthermore, these students provided higher-quality peer evaluations. Based on these results, we highlight implications for practice and research on peer evaluations.

Sensitivity Analysis of Extra Credit Assignments

Julita Haber, Fordham University

Nina Sarkar, Queensborough Community College

Genevieve O'Connor, Fordham University

Have you ever wondered how many extra credit points you should award students for completing your extra credit assignments? You no longer have to wonder. Although extra credit assignments (ECAs) abound on college campuses, we found that the literature lacks general guidelines on how to use ECAs in the most effective way to facilitate students' learning. To address this gap, the study examines the relationship between the number of extra credit points and the effort needed for assignments by employing a modified Van Westendorp's sensitivity analysis based on data collected from 102 college students. Our results indicate that there is a non-linear relationship between effort and expected credit points, and this effect is varied by difficulty of course. We also calculate recommended point ranges for faculty to use for given ECAs. We conclude with important observations and suggestions for future research.

040. Diversity, Leadership, and Discrimination Research Symposium

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

Thursday, 10:15 to 11:45 am

Marriott City Center: Charlotte G

Facilitator:

Shanna R. Daniels, Florida State University

This panel symposium is designed to discuss merging trends in research on diversity, leadership, and discrimination. There are two goals for this symposium. One is to present new research that relates to diversity, leadership, and discrimination. The second goal is to discuss in a roundtable table forum how to move the research in this domain forward.

Participants:

Does it Hurt to Ask?: How Gender and Feedback-Seeking affect Feedback Content

Caitlin Sockbeson, Millsaps College

Angelo DeNisi, Tulane University

Feedback and feedback-seeking research have been conducted for decades, but the two related streams have remained disconnected from one another. The variable effects of feedback have been well-documented, but questions remain about whether the feedback impetus (whether the recipient seeks it out or is given feedback, unprompted) and characteristics of the feedback recipient (like gender) impact feedback content. This study examines these questions. Drawing on research on feedback, feedback-seeking, cognitive processing, and diversity, this study proposes that who initiates the feedback episode will affect the feedback given. This study examines feedback from the side of the source, looking at whether who initiated the feedback episode and gender of the feedback recipient would result in different cognitive processing and different feedback characteristics. Results showed that whether the recipient sought out feedback did impact processing by the source, and that verbal feedback varied based on gender of the recipient and the impetus for the feedback episode. Feedback accuracy, specificity, and tone varied. Men seemed to be penalized for asking for feedback on the masculine-typed task, whereas women received more positive feedback when they sought it out rather than when the feedback source initiated it. Thus, consistent with some performance appraisal research, inadvertent gender bias may also appear in more informal verbal feedback. Further research is needed to see how this bias may affect performance and organizational outcomes.

When Men Are in the Minority: The Differential Effects of Leader-Follower Gender in Pink Collar Settings

Carliss Miller, Sam Houston State University
Orlando C. Richard, University of Texas at Dallas
Maria C Triana, The University of Wisconsin - Madison
İlhami Yücel, Erzincan University

In female-dominated occupations and organizations, we examined the gender differences among employees in gender-similar dyads with respect to affective attitudes toward the organization. Using an integrative theoretical framework, we examined whether those attitudes were moderated by their manager's gender status and their perception of the organization's discrimination practices against women. In this survey-based field study, we found that in pink collar settings, women managed by women had more positive attitudes toward the organization than men managed by men, and this was more prominent when the discriminatory environment was fair for women. When the organization has discriminatory hiring and promotion practices that put women at a disadvantage, we found that organizational commitment is lower for women than men in gender-similar vertical dyads. Also, we found that in the high discriminatory context men reported more positive outcomes when reporting to a woman versus reporting to a man.

When Life Pervades Work and Work Pervades Life: A Theory of Identity-Relevant Work and Its Outcomes

Alison V. Hall, Agnes Scott College
Myrtle P. Bell, University of Texas at Arlington
Louwanda Evans, Millsaps College
Daphne Berry, University of Hartford

Constructs like diversity climate have proven to be very useful for assessing the workplace experiences of employees from various social groups (e.g. Kossek & Zonia, 1993). As such, much of the work done by management scholars has focused on assessing organizations' climates and promoting initiatives that support diversity and inclusion of all social identities in the workplace. Within this effort, however, management scholars have treated occupations and work roles as relatively neutral contexts. That is, we have not explored the extent to which some occupations and work roles may have implicit social justice motives that influence the goals and missions of the organizations in ways that are consequential for the social identities of employees both inside and outside of the workplace. To that end, we introduce the construct identity-relevant work, defined as work in which the successful performance of the role demands is perceived to disproportionately impact the well-being of a social group with which the target strongly identifies. We propose that when a target is involved in work that is consequential for a highly valued external social identity (e.g. race, gender, religion, sexual orientation, etc.), one's social identity interacts with one's work identity to influence individual and organizational outcomes. More specifically, we expect the target to process work successes and failures in light of their consistency with the target's collective social identity group's interests. Positive outcomes result from group-enhancing and group-protective work. Negative outcomes result from group-threatening work. We argue that this is especially likely when the goals and demands of the work roles have significant non-work consequences for incumbents from certain groups (e.g. Black male police officers).

Organizational Resentment: A Process of Grievance-Inducing Acts and Grievance-Resolving Behaviors

Darryl Bernard Rice, Miami University

In contemporary society, it is common to hear neologisms such as evil corporations, prophets of profit, and organizations gone wild. The frequent usage of these buzzwords suggests that a significant portion of today's workforce possesses feelings of ill will, indignation, and a heightened sense of grievance and objection toward organizations and corporate authorities. To understand this phenomenon, I introduce the concept of organizational resentment. This particular negative disposition toward organizations and appointed organizational authorities follows recent occurrences of high-profile organizational scandals that have seized the attention of the media, industry regulators, politicians, financial markets, scholars, practitioners, business leaders. Therefore, I address one major question: How should we conceptualize organizational resentment? To explore this focus, the paper first discusses relevant literature from other disciplines that highlights its causative and predictive nature, and offers a conceptualization of organizational resentment. Second, I discuss the underlying suppression dynamic that is driven by the severity of the grievance-inducing act (GIA) and the power of the entity that committed the GIA, and explores how a unique process of suppression influences how organizational resentment is revealed and

concealed. The paper also explains how this element of suppression affects the various cognitive and affective dimensions of organizational resentment. Third, I discuss the validity, value, and levels of analysis for this phenomenon. I also compare and contrast organizational resentment to other existing management constructs. Finally, I propose a research agenda for this concept and conclude with managerial implications.

041. Managing the Intersection of Work and Family

Track 6: Organizational Behavior

Paper Session

Thursday, 10:15 to 11:45 am

Marriott City Center: Charlotte H

Facilitator:

Kimberly French, University of South Florida

Participants:

Work Life Overlap in the Millennial Generation: The Role of Ubiquitous Technology

Jestine Philip, University of North Texas
Hossein Najmi, University of North Texas
Leyla Orudzheva, University of North Texas
Elisabeth Struckell, University of North Texas

Millennials now represent the majority generation and the majority workforce in the United States and yet only recently has scholarly literature begun to recognize their importance. Unlike older generations, millennials claim to desire a more seamless overlap between their work and personal lives. This study acknowledges a change in context from work-family balance to work-life overlap, provides evidence that the established relationship between core self-evaluation and job satisfaction holds for millennial workers, and contributes two new constructs and scales to measure how technology enables both work-to-life and life-to-work overlap for millennial workers. This study seeks to understand how employers and millennial workers might be able to agree on a "give and take" relationship, enabling employees to optimize the management of work and personal life, leading to improved job satisfaction. Through the introduction and application of two newly developed constructs, the authors pioneer the measurement of both technology enabled work-to-life and life-to-work overlap for an individual millennial subject.

Pushed Away from Work and Back to Family: How Family-Related Issues Influence Turnover Intentions

William G. Obenauer, Rensselaer Polytechnic Institute

Employee turnover is a costly expense for organizations. In addition to the costs associated with replacing an employee, the firm must also deal with the loss of individual knowledge associated with turnover. In light of the pivotal role that turnover can play in an organization's success, researchers have devoted considerable time and energy to studying how employees develop turnover intentions. Previous research has looked at antecedents such as job satisfaction and work-family conflict as predictors of turnover, but few studies have looked at how this process develops over time. This study uses both a more complete model than previous research along with four time periods of data collection to better understand the role of these antecedents. Using structural equation modelling, we find support for all steps in our proposed model in both a cross sectional data sample as well as a model that utilizes lagged variables. This model includes the frequently studied variables of turnover intentions, job satisfaction, and work-family conflict while introducing the less frequently studied variables of family supportive behavior and scheduling flexibility. Consequently, in addition to finding robust support for a time-series model, this study contributes to the literature by providing an extensive model of the turnover process that is focused on family-related constructs.

The Role of Demographics: Who Engages In and Who Benefits From Family Supportive Supervisor Behavior?

John Neglia, Kennesaw State University
Amy B. Henley, Kennesaw State University
Robin Cheramie, Kennesaw State University
Elizabeth M. Boyd, Kennesaw State University

Organizations have traditionally instituted formal workplace benefits to help employees alleviate the stress of work-family conflict. However, largely due to implementation difficulties, the effectiveness of formal work-family benefits is questionable. Informal workplace supports, such as family supportive supervisor behavior (FSSB)

provide a better explanation for employee well-being. However, we know little about what predicts FSSB or about which employees benefit from it the most. Thus, the purpose of this study is to empirically examine demographic predictors of FSSB and of which employees benefit most from FSSB. Drawing on social identity theory, a research model is proposed to examine whether an individual's demographic characteristics, operationalized as gender identity, marital status, and parental status predicts FSSB. In addition, this study explores whether FSSB relates to employee task performance and whether this relationship is mediated by work-family conflict. From an academic perspective, this model may contribute to the literature by expanding the nomological network of FSSB to include potential predictors. From a practitioner perspective, this study will provide insight regarding existing supervisor work-family related competencies as well as, opportunities for development.

Emotion Regulation and Spousal Undermining: Evidence of a Reciprocity Effect in Dual Career Couples

T. Daniel White, *University of Tennessee*
Timothy Paul Munyon, *The University of Tennessee*
David Jiang, *Georgia Southern University*
Laura D'Oria, *University of Tennessee*

Does emotion regulation work at home? Incorporating family systems theoretical logic, this paper examines how emotion regulation influences the incidence and reciprocity of social undermining behavior within dual-career couples. Using a sample of 130 dual-career married couples, we find evidence for a reciprocity effect of undermining within couples. Contrary to our predictions, the surface acting form of emotion regulation heightened the reciprocity of undermining within these couples. Supplemental analyses show that female spouses incur higher levels of undermining reciprocity when surface acting is high, but male spouses do not. Beyond identifying evidence of a reciprocity undermining effect, this paper offers new insights into the prevalence and effects of emotion regulation for dual-career couple systems. We discuss theoretical and applied implications of these findings.

042. Speed Dating: Leader-Member Exchange

Thursday, 10:30 to 11:15 am
Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Leader-Member Exchange, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincy.madison@msstate.edu) for more information.

Coordinators:

Laura E. Marler, *Mississippi State University*
Kincy Madison, *Mississippi State University*

043. Track Chair Luncheon

Thursday, 11:45 to 1:15 pm
Marriott City Center: Independence Square

By invitation only.

Coordinator:

Garry Adams, *Auburn University*

044. Speed Dating: Strategic HRM and Diversity

Thursday, 1:00 to 1:45 pm
Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Strategic HRM and Diversity, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincy.madison@msstate.edu) for more information.

Coordinators:

C. Justice Tillman, *Baruch College, CUNY*
Kincy Madison, *Mississippi State University*

045. Is Culture a Vital Concept in International Business Research?

Track 3: Organization Theory/International Management/Management History
Paper Session
Thursday, 1:15 to 2:45 pm
Marriott City Center: 1st Ward

Facilitator:

Mona Bahl, *Youngstown State University*

Participants:

An Exploratory Study of Leadership Preferences in the Countries of Ghana, Kenya and Zambia

Randy Evans, *University of Tennessee at Chattanooga*
Romie F. Littrell, *Auckland University of Technology*
Nai Lamb, *University of Tennessee at Chattanooga*
Bradley L. Kirkman, *North Carolina State University*

The human capital foundation of Africa is vital to the advancement and well-being of the continent, yet there is a dearth of research on the practice of organizational leadership. To lessen this gap, we examine whether individuals in three sub-Saharan African countries differ in their preferred leader behaviors. The countries of Ghana, Kenya, and Zambia, were selected as they represent western, eastern, and southern Africa, respectively. Our study advances leadership theory by (a) considering how preferred leader behaviors may vary due to gender differences of followers and (b) examining cross national differences between African countries. Males and females across these countries (N = 906) did not differ significantly in their preferences for the 12 leadership behaviors represented in the Leadership Behavior Description Questionnaire-XII. The behaviors of initiating structure and integration were rated the highest and the behaviors of tolerance of uncertainty and tolerance of freedom were found to have the lowest preferences. Country comparisons did however reveal differences; the most pronounced variations were seen in Kenya while Ghana and Zambia were similar across most of the leadership behaviors.

Firm Performance and Employee Downsizing: The Moderating Role of National Culture

Mario Krenn, *Southeastern Louisiana University*
Andre L. Honoree, *Southeastern Louisiana University*

A consistent finding in the downsizing literature is that firms view employee downsizing as a viable retrenchment strategy in response to performance declines. However, a limitation of this research is its lack of attention to the enabling and constraining dimensions of the institutional context in which firms make this strategic choice. We examine the firm performance - employee downsizing relationship in 35 countries and demonstrate that while this relationship is similar across countries, its magnitude varies across countries. Using five dimensions of national culture - in-group collectivism, power distance, uncertainty avoidance, performance orientation, and future orientation - our preliminary results show that those background institutional factors moderate the firm performance - employee downsizing relationship.

Untangling the Country of Origin Bias in CSR Context: A Social Dominance Perspective

Leyla Orudzheva, *University of North Texas*
Nolan Gaffney, *University of North Texas*

Research on CSR continues to proliferate, but why MNEs from certain parts of the world engage in CSR in some locations rather than in others is still unclear. The differences in behavior might be explained by the status of the MNE's home country relative to the host country. Adopting a Social Dominance Theory perspective, we propose a multi-level integrative framework highlighting the potential presence of a hierarchical contamination, or rather how expectations of host country stakeholders for a foreign firm to engage in CSR are based, in part, on their perception of that firm's home country status relative to theirs.

Best Paper In Track

The Global Convergence Controversy: A Longitudinal Multilevel Assessment of Cultural Change

Rachida Aissaoui, *Ohio University*
Frances H. Fabian, *University of Memphis*

The extent of convergence of cultural values across nations is the subject of a wide debate in international management research. In light of conflicting evidence, we propose the possibility of two

misconceptions in current theories 1) culture is often viewed as a unilevel construct, and 2) the globalization of cultures is expected to follow a top-down-bottom-up process. We differentiated between the levels of national values versus individual values, specifically arguing that different factors drove the adoption of global values at each level. We perform three sets of structural equation models, including a mediation and a multivariate longitudinal analyses, to test our hypotheses that while individual values are likely to be influenced by commonly theorized factors thought to trigger global values, notably wealth, such a relationship will be mediated by the power structures interdependency at the national level.

046. Method in the Madness: Marker Variables, Multilevel Research, and Other Methodological Reflections

Track 4: Human Resources/Research Methods

Paper Session

Thursday, 1:15 to 2:45 pm

Marriott City Center: 2nd Ward

Facilitator:

David J. Woehr, University of North Carolina Charlotte

Participants:

Relational Compassion in Dyads: Definition and Scale Development

Hongguo Wei, Case Western Reserve University

Based on the notion of an ethic of care and the psychological approach to compassion, I explore and define a concept—relational compassion in dyads—to emphasize the relational and moral foundation of compassion. Three dimensions of relational compassion are defined and elaborated, that is, being present, dialogue, and experiencing together. Then a scale of relational compassion in dyads is developed following a series of procedures such as item generation, content validity assessment, dimensionality examination, construct validity, and criterion validity. Further examination is needed to replicate and generalize results of the current study.

Best Doctoral Student Paper In Track

Are They Worth It? CEO Perceptions of Employee Competence and Warmth as an Antecedent to HPWS Utilization

Kyoung Yong Kim, City University of Hong Kong

Jake G Messersmith, University of Nebraska-Lincoln

Utilizing theory from social psychology, the antecedents and consequences of HPWS utilization are assessed in a sample of 109 small and medium sized enterprises (SMEs) in South Korea. The extent of HPWS utilization in small firms may not be driven only by strategic and economic motivations, but also by social interactions within the firm. We use the social psychology lens to propose the significance of CEO perceptions of employee warmth and competence as an antecedent to HPWS use in small firms. CEOs holding a high view of both employee trustworthiness (i.e., warmth) and ability (i.e., competence) appear to utilize higher levels of HPWS. Further, employee perceptions of leader support moderate the relationship between HPWS utilization and firm performance, such that high levels of perceived support enhance the efficacy of HPWS. The results serve to highlight the socio-relational architecture of the firm.

Impact of Respondent Personality and Survey Features on Person-Specific Reliability of Scores on Self-Reports

Brian K. Miller, Texas State University

In classical test theory, researchers commonly calculate Cronbach's alpha for scores in a sample of respondents on multi-item instruments using Likert response scales. However, alpha is a single measure of reliability for the entire sample and not useful for determining if some subjects in a sample provided reliable data or not. Item response theory (IRT) can be used to calculate a test information curve that provides test information for each subject in a sample. The IRT-based person-specific reliability of scores associated with test information for individual subjects is calculated in this study for three different self-report inventories. This study uses a 2x2x2 cluster randomized post-test only experimental design with continuous covariates. Manipulated factors include: presence or absence of quality control items, randomly scrambled items or grouped survey items, and anonymous versus confidential administration conditions. Additionally, two personality covariates were used to predict person-specific, or conditional, reliability of scores on a third personality instrument. In each regression, personality explained more variance

than the three manipulated experimental factors. In one regression, confidential data resulted in higher conditional reliability. In two regressions, using grouped survey items measuring the same construct being adjacent to each other in the survey resulted in lower conditional reliability. In no regression model was the use of quality control items associated with person-specific conditional reliability.

A Metacognitive Approach to Understanding What Marker Variables Measure

Marcia J. Simmering, Louisiana Tech University

Stephanie Leonard, University of Central Florida

Marker variables have increasingly been used as a way to detect common method variance in same source data, yet questions remain as to what marker variables actually measure, and thus, how they work. The current study takes a metacognitive approach, using both quantitative and qualitative data to determine the degree to which three different marker variables account for the common rater effects of mood state (positive and negative affect), transient mood state, consistency motif, and implicit theories. Findings indicate that the marker variables studied elicit different respondent reactions in relation to different common rater effects.

047. Followers - The Good, the Bad, and the Ugly

Track 2: Health Care/Hospitality Management/Public Administration

Paper Session

Thursday, 1:15 to 2:45 pm

Marriott City Center: 3rd Ward

Facilitator:

Hal Neumeier, Samford University

Participants:

Assessing Municipal Employees' Participation in Volunteer Activities

Shelia Diann Hammon, Athens State University

Marjorie Icenogle, University of South Alabama

Corporate volunteerism involves the corporation supporting causes and providing resources that enable employees to participate in volunteer activities. However, employee volunteerism is a broader concept that may go beyond organizational social responsibility efforts by recognizing that employees may volunteer their time and effort for social and environmental causes, with or without organizational support. Few studies have investigated employee volunteerism at the individual level and to-date few studies have investigate employee volunteerism in the public sector. Little is known about why individuals, especially employees participate in volunteer activities. The findings reported here address gaps in the literature by exploring volunteer efforts of employees employed by a mid-sized city in the Southeast. This study investigated how many city employees are volunteering, in which types of volunteer activities are they most likely to engage, and measures employees' attitudes regarding social responsibility and volunteerism. Findings reveal that 60% of the city employees are volunteering in a variety of community activities and causes. This study found that employees who have higher scores on the community citizenship behavior scale are more likely to volunteer and are likely to invest more hours volunteering annually. Differences among employees who volunteer and those who do not volunteer are investigated.

Best Doctoral Student Paper In Track

Understanding Emotional Variability among Hotel Frontline Employees: Antecedents and the Moderating Effect of Positive Work Reflection

Shi (Tracy) Xu, The Pennsylvania State University

Larry R Martinez, Portland State University

This study examines two antecedents of emotional variability, self-instability and pessimism, and the impact of emotional variability on emotional exhaustion in the hospitality industry. In addition, we explore the moderating role of positive work reflection on the relationship between emotional variability and emotional exhaustion. A total of 224 frontline employees in 18 four- and five-star hotels of different sizes in Ecuador responded to surveys about their emotions and work lives. The findings suggest that (a) emotional variability was positively influenced by individuals' self-instability and pessimism, (b) emotional variability was positively related to emotional exhaustion and (c) the relationship between emotional variability and emotional exhaustion was weakened by positive work reflection. These results highlight the importance of potential low-cost, easily

trainable interventions to manage the negative effects of highly variable emotions and the resulting exhaustion prevalent in the hospitality industry.

Will They Stay or Will They Go? The Influence of Justice and Bullying in Healthcare

Michele N. Medina, University of North Texas

Kathryn Ostermeier, University of North Texas

Drawing on both fairness heuristics theory and affective events theory, we propose and test a mediated-moderated model in the health care context evaluating the relationships between justice dimensions, intentions to leave, workplace bullying, and employee recourse. Specifically, we posit that organizational justice perceptions are negatively related to intentions to leave, mediated by workplace bullying. We posit employee recourse dampens the positive relationship between workplace bullying and intentions to leave. To test the hypothesized model, graduate students in a health care MBA program (n = 146) at a public university were surveyed. The data was analyzed using Preacher and Hayes (2008) macro, with results indicating support for workplace bullying mediating the relationship between organizational justice perceptions and intentions to leave. Discussion, implications, and future directions are included.

Development Programs for Hospital Middle Manager: Does Program Content Align With Desired Goals?

Alan Whaley, University of South Alabama

William E. Gillis, University of South Alabama

Middle and upper management will often see the same program from different perspectives. In this qualitative study of five hospitals, we examine the perspectives of TMT members and middle managers on hospital development programs and compare these views to actual program content. Our central contribution is the construction of a development program typology that we use to describe program alignment. We find three degrees of alignment within these development programs: low, moderate and high saliency. We use this typology to develop propositions regarding how these program types may affect program and organizational outcomes.

048. Best Frenemies? Collaboration, Coopetition, and Interorganizational Relationships

Track 7: Strategic Management

Paper Session

Thursday, 1:15 to 2:45 pm

Marriott City Center: Charlotte A

Facilitator:

Dave Luvison, Loyola University Maryland

Participants:

Market Drivers of Inter-Organizational Network Participation

Kim Davey, Samford University

Thomas Powers, University of Alabama at Birmingham

Inter-organizational networks are increasingly emerging across industries as a strategy for organizations to adapt to fundamental changes in their competitive market environments. Inter-organizational network participation presents organizations with an opportunity to optimize their adaptive responses by transforming both their organizational strategy and structure to better align with their market. This paper examines market drivers associated with participation in inter-organizational networks. Hypotheses are developed and tested using a healthcare context. The results help identify market conditions under which organizations may adopt inter-organizational networks as a strategy.

The Complexity of Interorganizational Collaboration: Formation Intention and Time Make a Difference

Tammy E. Beck, University of Nebraska-Lincoln

Karen Ford-Eickhoff, University of North Carolina Charlotte

Stephanie Thomas Solansky, University of Houston Victoria

Donde Ashmos Plowman, University of Nebraska

Organizations increasingly rely on collaborative arrangements to operate effectively. However, we still have much to learn about the structure and nature of collaboration, especially when collaborations manifest in 'non-traditional' forms or cross sectors. We introduce a theoretical framework that reconceptualizes interorganizational collaboration into four types based on the intention used to form the collaboration and the time span for which the collaboration endures. We adopt a complexity theory perspective (a theory infrequently yet

increasingly applied to collaborative arrangements) and recognize that each collaboration type is subject to stabilizing and destabilizing tensions and that these tensions push the collaboration system either toward equilibrium or chaos. The impact and accompanying risk of these tensions vary by collaboration type. Thus, we suggest a one-size-fits-all approach to managing collaborations will unlikely produce desired outcomes, and instead, propose that managerial approaches must account for collaboration type and the tensions and risks present within them.

Why Degree of Innovativeness Matter: International Coopetition and Firms' Innovative Performance

Malay Biswas, Indian Institute of Management, Rohtak

Current literature provides mixed guidance on the nature of the relationship between international coopetition and firms' innovative performance. In an attempt to reconcile the contradictory findings, we draw on the extant literature to postulate that the relationship between international coopetition and firms' innovation performance depends upon the type of novelty of innovation, currently focal firms are pursuing. We hypothesize that international coopetition shares a) inverted S shaped relationship with incremental innovation b) S shape relationship with radical innovation. Using a sample size 6265 of Italian manufacturing firms from 51 industries, our results show that the effectiveness of international cooperative arrangement share statistically significant and non-linear relationship with the types of firms' innovation performance.

049. Advances in Occupational Stress Research

Track 6: Organizational Behavior

Panel

Thursday, 1:15 to 2:45 pm

Marriott City Center: Charlotte B

Facilitators:

Neal M. Ashkanasy, University of Queensland

Pamela Perrewe, Florida State University

Paul E. Spector, University of South Florida

The study of employee stress has clearly established a link between several well-studied environmental conditions (i.e., stressors) and a variety of health and well-being outcomes. This symposium advances this area by bringing together five papers that investigate both new constructs (aggression prevention supervisor behaviors, constant connectivity, personal energy recovery climate, after work recovery interference) and understudied constructs that have not received much attention in the stress domain (cyberloafing, leadership, and political skill). These studies used a variety of methodologies, including daily diary and prospective designs, to test potential mediators and moderators of the stress process. As a group they provide new insights into how the work environment affects employee well-being, as well as boundary conditions that affect such relationships.

Panelists:

Stephanie Andel, University of South Florida

Stacey R. Kessler, Montclair State University

Chelsea LeNoble, Florida Institute of Technology

Charn McAllister, Florida State University

Shani Pindek, University of Haifa

Jose Rodriguez, Florida International University

David Steffensen, Florida State University

Liu-Qin Yang, Portland State University

Zhiqing Zhou, Florida Institute of Technology

050. Social Media as a Technology for Connecting People to Each Other and Knowledge

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Symposium

Thursday, 1:15 to 2:45 pm

Marriott City Center: Charlotte C

Presenters:

Gordon Bruce Schmidt, Indiana University Purdue University Fort Wayne

Anita Blanchard, University of North Carolina Charlotte

As people increasingly use social media and information technology to communicate, these technology platforms have growing impact on the workplace. The effects can be positive in making workers and customers feel connected to an organization and each other as well as negative with posted online content leading to employee discipline. This symposium offers five papers that examine how social media is impacting employment relations in positive and negative ways. We discuss what organizations need to do in such cases. We will end with time for a Q and A so that attendees can share their own experiences and ask questions.

Participants:

Understanding Entitativity on Facebook

Anita Blanchard, University of North Carolina Charlotte

Shahar Gur, University of North Carolina Charlotte

Krista Engemann, University of North Carolina Charlotte

Online Displays of Corporate Social Responsibility: The Impact of Individual and Website Design Factors on Recruitment Outcomes

Casher Belinda, Appalachian State University

Katherine Lesniak, Appalachian State University

Shawn Bergman, Appalachian State University

The Impact of Information Technology on Organizational Memory

Gordon Bruce Schmidt, Indiana University Purdue University Fort Wayne

Taylor Schenk, Indiana University Purdue University Fort Wayne

Using Social Media in Organizations to Leverage Specialized Expertise

Casey Pierce, University of Michigan

Training Employees About their Organization's Social Media Policy and Appropriate Social Media Behaviors

Kimberly W. O'Connor, Indiana University Purdue University Fort Wayne

Kendra Abbott, Indiana University Purdue University Fort Wayne

Gordon Bruce Schmidt, Indiana University Purdue University Fort Wayne

051. Mid-career Assistant Professors: Pivot Points and Switching Costs

Panel

Thursday, 1:15 to 2:45 pm

Marriott City Center: Charlotte D

Mid-career assistant professors often undergo a third year review process which presents an opportunity for reflection on past accomplishments, and renewal of intentions for tenure. This process also triggers a number of questions with which to grapple. In this session, a panel of senior faculty will share their collective experience navigating, observing, and mentoring the transition from junior assistant to senior assistant professor. Panelists will discuss multiple scenarios, keying on pivotal decision points, and career strategies as this critical stage. There will be ample time for questions. Participants are encouraged to send questions to the organizers in advance.

Panelists:

James G. Combs, University of Central Florida

Joyce Heames, Berry College

Franz Kellermanns, University of North Carolina Charlotte

Christopher L Shook, University of Montana

052. A Brief Introduction to Multilevel Modeling

Co-sponsored by the Research Methods Division of the Academy of Management

PDI - Methods

Thursday, 1:15 to 2:45 pm

Marriott City Center: Charlotte E

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.

Panelist:

Mark B. Gavin, West Virginia University

053. A Teaching Round Table: Supportive Discussions With and For Current and Future Faculty

Teaching

Thursday, 1:15 to 2:45 pm

Marriott City Center: Charlotte F

This interactive session allows the audience to move between 4-5 tables, where each will highlight a series of little ideas for teaching (LIFTs). These are not the ideas that require a complete course overhaul, but are conversations on strategies for reaching and engaging students. Attendees will vote with their feet to help hold an interactive discussion of sharing and learning on a variety of topics such as faculty-led study abroad, flipping the classroom, designing a bullet proof syllabus, grading student participation, using simulations or games, how course evaluations work, and opening and closing a class. These teaching conversations are adaptable for any course. Members of the audience will be seated in a circle to facilitate their active participation in the discussion with the hosts and with each other. This session is well suited to helping attendees with problems they are currently facing, discussing their experiences in an area, and/or facilitating network development among people with similar interests. The majority of time will be devoted to answering questions from the audience and/or promoting discussion.

Coordinator:

Nathan S. Hartman, Illinois State University

Panelists:

Patricia Lanier, University of Louisiana, Lafayette

Keith Credo, University of Louisiana, Lafayette

Joy H. Karriker, East Carolina University

Thomas Conklin, Georgia State University

Gayle Baugh, University of West Florida

054. Leader Behavior: Doing Right and Doing Wrong

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

Paper Session

Thursday, 1:15 to 2:45 pm

Marriott City Center: Charlotte G

Facilitator:

Erica L. Anthony, Morgan State University

Participants:

Assassination of Political Leaders: Leader (In)Actions and Contextual Factors

Andra Serban, University of Warwick

Francis J. Yammarino, Binghamton University - SUNY

Chanyu Hao, High Point University

Juliet Banoeng-Yakubo, University of Warwick

Alexander Mushore, University of Warwick

Given human aggression and warfare are often described as the most pressing behavioral problems of our times, we focus on a related phenomenon, with large-scale social, political and economic consequences: the assassination and attempted assassination of political leaders. Despite the impact and relevance, this topic has been generally neglected within leadership research. Building on the frustration-aggression hypothesis, and work on leader assassinations by Yammarino, Mumford, Serban and Shirreffs (2013), our study uses historiometric methods to identify whether leader (in)actions and the context in which a leader exercises power is associated with his/her assassination and attempted assassination, independent of leaders' characteristics. Our results indicate environmental constraints, social conflict and threat to traditional culture predict both assassination and assassination attempts. Additionally, country view, political corruption, social and domestic military pressure, as well as culture itself predict assassination, while leader disappointed social expectations leads to assassination attempts. We discuss implications of these findings and suggest some future research on leadership, assassination and their collective-level impact.

Doing Well by Being Well: Meaningful Leadership as the Pursuit of Well-Being

Sridevi Shivarajan, Ramapo College of New Jersey

This paper attempts to add clarity to the often fuzzy relationship between ethics and effectiveness in leadership by developing a meaningful leadership model. Adopting Aristotle's view of a good life as comprising of well-being (eudaimonia) by achieving one's highest potential, where moral and technical excellence are intertwined; meaningful leadership is conceptualized as the leader's pursuit of well-being. This endeavor is discussed in relation to the six components of psychological well-being (PWB), namely: autonomy, self-acceptance, personal growth, positive relations, environmental mastery and purpose. Using a nature-nurture approach, where nature refers to the personal characteristics of the leader, and nurture indicates self-leadership or deliberate efforts of the leader to create environments conducive to their well-being; I argue that the resulting leadership outcomes are both ethical and effective. The cornerstone of meaningful leadership is the leader's purpose which involves the three fold pursuit of the well-being: of the leader, of the followers and of the organizations they lead. The meaningful leadership model makes important theoretical contributions to both well-being and leadership literature by demonstrating why well-being is a worthwhile pursuit for leaders who wish to be ethical and effective.

Unethical Pro-Organizational Behavior: Incitement by the Leader

Salar Mesdaghinia, Eastern Michigan University

Robert Eisenberger, University of Houston

Debra L. Shapiro, University of Maryland

Antecedents to "unethical pro-organizational behavior" (UPB) — that is, employees' unethical behaviors for the purpose of helping their organization (e.g., inflating earnings, covering up failures) — have received relatively little study. Via a sample of 133 employees, we examine UPB's association with employees' perception that their leader exhibits and encourages UPB — that is, leader's immorality-encouragement (LIE). Drawing on social cognitive theory and French and Raven's (1959) conceptualization of bases of power, we posit that LIE increases UPB due to employees' internalization of unethical methods as acceptable business behaviors as well as acquiescence to reward and coercive power exerted by the leader. Further, we suggest that this relationship is stronger when employees are motivated to

please the supervisor owing to a high-quality leader-member exchange (LMX) relationship. Additionally, because coworkers (not only leaders) also provide normative cues, we posit that the proposed positive relationship between LIE and employees' UPB is weakened when employees' coworkers have high moral ownership and, as such, coworkers are more likely to confront or report wrongdoing. As predicted, UPB was positively related to LIE, as moderated by LMX and coworkers' average moral ownership.

Why Students Help Others Cheat: It's Personal and Social

Alex Scrimshire, Oklahoma State University

Thomas H. Stone, Oklahoma State University

Jim Jawahar, Illinois State University

Jennifer Lynn Kisamore, University of Oklahoma-Tulsa

Academic misconduct is widespread in schools, colleges, and universities and it appears to be an international phenomenon that also spills over into the workplace (Nonis & Swift, 2001; Sims, 1993; and Stone, Jawahar & Kisamore, 2011). To this end, while a great deal of research has investigated various individual components such as, demographic, personality and situational factors that contribute to cheating, research has yet to examine why students help others cheat and which students are being asked to helping others cheat. In this study, we investigated if the closeness of the relationship to the individual requesting help in cheating to the individual being asked to help cheat, influenced the decision to help cheat. We also investigated if past cheating behavior predicted how an individual would respond to requests to cheat. Additionally, we sought to answer the following questions; whether minor cheating is more prevalent than serious cheating, what personality factors predict helping others cheat, who is helped, and how people rationalize helping others cheat. Results indicate minor cheating to be more prevalent, prudent personalities are less likely to have cheated or to help others cheat, individuals are more likely to help friends cheat than to help strangers, and past cheating behaviors is indicative of helping others to cheat. Implications for research and practice are discussed.

055. A Contemporary Exchange on Leader-Member Exchange

Track 6: Organizational Behavior

Paper Session

Thursday, 1:15 to 2:45 pm

Marriott City Center: Charlotte H

Facilitator:

Brad Harris, Texas Christian University

Participants:

High-quality Exchange Relationships with the Violated Leader: Testing an Assumption of Leader-Member Exchange

Wayne S. Crawford, New Mexico State University

Marcus A. Valenzuela, California State University, Bakersfield

John Ross, New Mexico State University

Mortaza Zare, New Mexico State University

Research on political skill and leader-member exchange (LMX) has surged over the last two decades. Recent meta-analyses (e.g., Munyon, Summers, Thompson, & Ferris, 2015; Rockstuhl, Dulebohn, Ang, & Shore, 2012) demonstrate how widely each of these constructs are used in the field of management. We further investigate the interrelationships between these constructs, and test a long-held assumption of LMX. First, we argue that politically skilled leaders are able to foster high-quality exchange relationships with their subordinates. Following this we find that LMX leads to positive organizational outcomes in the forms of person-focused interpersonal citizenship behaviors (ICBPs) and increased organizational commitment. However, by bringing together the literature streams on LMX and psychological contract breaches, we test the assumption that LMX always leads to positive outcomes and how these effects can be mitigated in certain situations. We examine a cross-level moderation effect, where we posit that supervisor feelings of violation attenuate the positive effects of high-quality exchange relationships. Using a sample of 250 supervisor-subordinate dyads, we find support for our multilevel moderated-mediation model. We find that supervisor feelings of violations toward the organization mitigate the positive effects of LMX on both attitudinal and behavioral outcomes. Our results and implications for both research and practice are discussed.

LMX Quality and Work Outcomes: Mediating Role of POP and Perceived Leader Integrity

Tasneem Fatima, International Islamic University

Usman Raja, Brock University

Sadia Jahanzeb, Fatima Jinnah Women University

Based on social exchange theory we propose and test a parallel mediation model where perception of organizational politics and perceived leader integrity mediate the relationship between LMX quality and employee job outcomes. The theoretical model is proposed from follower perspective in this study. We tested the hypothesized model in a three wave time lagged design where data was collected from self and peer reports. With a sample of 310 we tested our hypotheses using SEM and regression analyses for comparison of results. The results using SEM and regressions were identical and showed that both mediators mediate the relationship between LMX quality and all four outcome variables except through perceived leader integrity for turnover intentions.

With LMX, Is Supervisor Affect Needed to Explain Relational Quality: A Meta-Analysis

Dongyuan Wu, Michigan State University

James Dulebohn, Michigan State University

Chenwei Liao, Michigan State University

Although supervisor affect toward subordinates was a central construct during the 1980s and 1990s, a review of the literature suggests that leader-member exchange (LMX) has been the primary construct to supplant the use of supervisor affect in investigating dyadic relationship quality. To examine the construct redundancy between affect and LMX, the authors conducted a meta-analysis based on 110 affect studies, containing 126 samples, and 282 LMX studies, containing 347 samples, as well as 11 antecedents and 10 consequences that are common to both affect and LMX. Results indicated that affect and LMX have similar patterns with common correlates with respect to effect sizes and significance. Moderator analysis revealed that reporting source of affect and LMX has resulted in significantly higher correlations with antecedent and outcome variables when common reporting source data has been used. Incremental variance analysis results demonstrated that affect can potentially add additional variance in explaining consequences over LMX. Overall, our results suggest that supervisor affect, while similar to LMX, is an important construct and should not be abandoned in organizational research but should be used in LMX studies to control for common method variance.

Best Overall Doctoral Student Paper

Sponsored by Kennesaw State University

Best Doctoral Student Paper In Track

Sponsored by PMI

The Double-Edged Sword of Leader-Member Exchange on Employee Voice in Groups: Social Contagion or Relational Maneuvering?

Joel Benjamin Carnevale, Auburn University

Lei Huang, Auburn University

Mary Uhl-Bien, Texas Christian University

Stanley G. Harris, Auburn University

Despite recent work examining the influence of leader-member (LMX) relationships on employee voice behavior, a number of questions remain regarding when and how the quality of one's relationship with the leader might promote, or inhibit, voice behavior, as well as the individual and contextual factors that might further influence this relationship. To address these limitations, we integrate social cognitive and social exchange theories to propose potential curvilinear (i.e., inverted U-shaped) relationships between LMX and both voice efficacy (mediator) and voice behavior (outcome). Moreover, in line with recent research emphasizing the importance of the work group in influencing voice judgments and behavior, we examine the moderating effect of group voice. Survey data collected from 337 employees working at a large software production and service company provides support for the curvilinear indirect effect of LMX on follower voice via their voice efficacy. However, our results further show that when LMX was at very high levels, LMX had a negative indirect effect on employee voice via employee voice efficacy in the presence of low group voice, but there was no significant indirect effect in the presence of high group voice. Contributions to the LMX, social cognitive, and voice literatures are discussed and limitations and future directions are offered.

056. Registration

Thursday, 1:15 to 4:45 pm

Marriott City Center: Event Edge

Coordinator:

Mary Jo Jackson, Stetson University

057. Exhibits

Thursday, 1:15 to 4:45 pm

Marriott City Center: Event Hub

Coordinator:

Joy H. Karriker, East Carolina University

058. Speed Dating: Entrepreneurship Theory

Thursday, 2:00 to 2:45 pm

Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Entrepreneurship Theory, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincy.madison@msstate.edu) for more information.

Coordinators:

Esra Memili, University of North Carolina Greensboro

Kincy Madison, Mississippi State University

059. Networking Break

Sponsored by University of Memphis

Thursday, 2:45 to 3:15 pm

Marriott City Center: LG Studio

Take a break from the fast lane to have a snack and mingle with other SMA attendees.

Coordinator:

Joy H. Karriker, East Carolina University

060. Institutions and Emerging Markets

Track 3: Organization Theory/International Management/Management History

Paper Session

Thursday, 3:15 to 4:45 pm

Marriott City Center: 1st Ward

Facilitator:

Joshua J. Daspit, Mississippi State University

Participants:

Effect of Regulatory Obstacles on New Product Development by Emerging Market Firms

Mona Bahl, Youngstown State University

Anthony J. Kos, Youngstown State University

Pro market reforms aimed at facilitating firm strategies such as New Product Development (NPD) also entail regulatory obstacles. We aim to study the effect of regulatory obstacles on NPD by emerging market firms and to examine firm and competition based factors that moderate this relationship. Using firm level data from 9,031 firms across 29 countries we show that there is an inverted U shaped relationship between regulatory obstacles and NPD. We also demonstrate that firm exports, increase in foreign competition and increase in competition from formal and informal firms weaken the direct relationship.

How Does Network Centrality Affect Stock Market Performance in Emerging Economies?

Steven Andrew Creek, Washington State University

Paul Skilton, Washington State University

Arvin Sahaym, Washington State University

Resource-based theory suggests that firms form alliances for increased accessibility to resources. Although prior work has investigated alliance impacts on stock market performance in

developed economies, the literature lacks an investigation from the emerging market enterprise (EME) perspective. This is the first paper which investigates how the economy of partner firms and alliance network centrality interact to affect the financial market performance of EME firms. Our findings suggest that partner firm centrality positively impacts abnormal stock market returns and that the highest returns are observed when highly central partners are from developed economies. We contribute to the literature by exploring these relationships and offering a more precise model of investor responses to alliance announcements in EME stock markets.

How Emerging Economy Firms Are Improving Entrepreneurial Orientation: Effects of Capital and Product Market Internationalization

Anish Purkayastha, Indian Institute of Management Ahmedabad
Vishal K. Gupta, University of Mississippi

Motivated partly by the lack of well-functioning capital markets at home, emerging economy firms seek capital in foreign nations. Integration of global economy helps emerging economy firms internationalize their products in multiple foreign locations. We argue that in the context of emerging economies, product market and capital market internationalization boost entrepreneurial orientation of the firms. Building on coalignment argument, we develop insights into the complementary nature of capital and product market internationalization in improving entrepreneurial orientation. Secondary data drawn from 809 large Indian firms over a ten year period is used to test predicted relationships with a random effect generalized least-squares panel regression analysis. Findings yield the valuable and practically useful insight that managers of emerging economy firms can best improve entrepreneurial orientation by adopting dual strategy of participating in foreign capital markets as well as adopting product market internationalization. Implications and directions for future research are discussed.

Related, Unrelated Product, and International Diversification Strategy of Korean Group Affiliated Firm: Chaebol's Inside Ownership and Non-Bank Financial Institution

Kilho Shin, University of Texas at Arlington

In this article, I address how group affiliated firms that are excessively diversified in terms of related, unrelated product and international market are regulated by a powerful governance mechanism, Chaebol. I gradually develop theoretical argument in the context of a less developed economy, South Korea, that explains why the group affiliated firms prefer high degrees of diversification strategies. Moreover, to investigate the existence of the governance mechanism for extreme diversification, I draw on both an agency and a power-dependence perspective. With a governance mechanism of chaebols, I explain that the group affiliated firms are restricted in pursuing diversification strategies when they are excessively diversified. In addition, with ample financial resources, I also address that the governance mechanism becomes more powerful and imposes sanctions for excessive diversification.

061. Why Was my Paper Rejected? What Methodological Reviewers Want to See in your Method Section

Track 4: Human Resources/Research Methods

Panel

Thursday, 3:15 to 4:45 pm

Marriott City Center: 2nd Ward

Methods experts from Organizational Behavior, Strategy, and Entrepreneurship will discuss what they look for in the method section of manuscripts they are reviewing for publication. Panelists include editors from top OB, Strategy, and Entrepreneurship journals. Topics include methodological strengths (e.g., longitudinal data), grey areas (e.g., low response rates), and deal-breakers (e.g., very low reliabilities).

Panelists:

Brian Boyd, City University of Hong Kong

Lisa Schurer Lambert, Georgia State University

David J. Woehr, University of North Carolina Charlotte

Larry J. Williams, Consortium for the Advancement of Research Methods and Analysis (CARMA), University of Nebraska

Franz Kellermanns, University of North Carolina Charlotte

062. Organizational Change and Adaptation

Track 7: Strategic Management

Paper Session

Thursday, 3:15 to 4:45 pm

Marriott City Center: 3rd Ward

Facilitator:

Andrew Papadopoulos, Université du Québec à Montréal

Participants:

Best Paper In Track

Do Firms Downsize to Reduce Slack?

Patricia Norman, Baylor University

Frank Christopher Butler, University of Tennessee at Chattanooga

Michelle Zorn, Auburn University

Some of the research on employee downsizing has contended that employee downsizing is a way to reduce excess human resource slack. The relationship between slack resources and the likelihood of downsizing, however, has been largely untested. This study investigates how human resources slack and unabsorbed financial slack, both individually and in differing bundles, are associated with the decision to downsize. In a matched pair study of 642 firms, we examined both financial slack and human resource slack. The results suggest, contrary to the commonly used definition of downsizing as a way to reduce excess slack, firms are actually more likely to downsize as human resource slack decreases rather than as human resource slack increases.

Origins and Boundary Conditions of Aspiration Levels

Burak Cem Konduk, University of North Georgia

Although Cyert and March proposed that aspiration levels are the "result of a continuous bargaining-learning process" (1963, p: 28), there is still not an empirical test of their claim. Thus, this paper investigates how a continuous bargaining and learning process simultaneously influences aspiration levels through field data. Results suggest that learning from aspiration levels and attainment discrepancy positively influences aspiration levels and that learning from social comparison positively influences aspiration levels only in the case of clear feedback. In addition to adjusting aspiration levels to learning from past experience and achievements, managers also bargain over aspiration levels. In their bargaining, they move aspirations levels in the direction of each other's interests and engage in cooperative behavior to elicit reciprocal behavior. Because of reciprocity characterizing bargaining process, current aspiration levels move in the direction of the interests of the party that conceded in the previous round of bargaining. Managers reciprocate each other's cooperative behavior as long as they do not experience success. In the case of success, aspiration levels move in the direction of the interests of the counterpart already compensated in the previous round.

My Foe and My Friend: Coopetition in Interorganizational Relations in the Experiences of Managers

Furkan Amil Gur, Northern Illinois University

Thomas Greckhamer, Louisiana State University

Interorganizational relationships are vital for organizations and their strategies. Recently, researchers have become interested in coopetition, i.e., relationships among organizations that simultaneously compete and cooperate with one another. To contribute to the growing literature on coopetitive relationships, in this study we explore managers' experiences of interorganizational relations with a specific interest on how they interpret key factors underlying their organizations' coopetitive relations. We, therefore, focus on managers' accounts of their activities involved in planning and implementing relations with other organizations in their field. To capture managers' interpretations, we chose a grounded theory approach, selected the seafood processing industry in a Southern U.S. state as the empirical setting for our study, and interviewed the executives of seafood processors and representatives of other key organizations in this context. Our study's findings contribute to research on interorganizational relationships by exploring the characteristics of interorganizational relations and the way managers make decisions and the aspects and practices they interpret to be important for competitive, cooperative, and coopetitive relationships with certain other organizations.

063. Speed Dating: Competitive Dynamics and Coopetition

Thursday, 3:15 to 4:00 pm

Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Competitive Dynamics and Coopetition, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincy.madison@msstate.edu) for more information.

Coordinators:

Kyle Turner, University of South Carolina Upstate

Kincy Madison, Mississippi State University

064. Board Better Have My Money: CEOs, BODs, and Related Outcomes

Track 7: Strategic Management

Paper Session

Thursday, 3:15 to 4:45 pm

Marriott City Center: Charlotte A

Facilitator:

Kaitlyn DeGhetto, University of Colorado at Colorado Springs

Participants:

A Psychological Contract Perspective of Board Effectiveness: Examining Behavioral and Strategic Consequences

Francois Neville, Georgia State University

Ryan Currie, Georgia State University

Although strategic leadership and governance scholars have long focused on understanding board effectiveness, it remains a complex and nuanced undertaking. In this regard, recent work alludes to potential negative consequences of deficient and/or excessive board monitoring and/or resource provision in terms of how it may influence CEO behavior and actions, as well as organizational strategy and performance. We build on these suggestions and articulate psychological contract framework of board effectiveness. Concretely, we regard monitoring and resource provision functions as promised and delivered inducements that influence how a CEO may perform his or her tasks and job. This novel theoretical stance allows us to articulate how misalignment (i.e. deficiencies or excesses) between promised and delivered monitoring and/or resource provision may influence CEO behavior and organizational strategies in unsuspecting ways. We build on these developments to outline an agenda for future research and suggest noteworthy implications for practice.

The Effect of Media Coverage and Board Composition on Female CEO Appointment

Hazel Dadanlar, The University of Texas Rio Grande Valley

Michael A Abebe, The University of Texas Rio Grande Valley

Earl Yarbrough, The University of Texas Rio Grande Valley

The persistent under representation of women in senior executive ranks including the CEO position is a topic of intense interest among corporate governance researchers. Recently, the scholarly conversation on this topic is increasingly focusing on the issue of whether female executive appointments are motivated solely by the rational succession logic or more by symbolic organizational actions aimed at signaling key stakeholders. In this study, drawing from signaling theory and the literature on organizational effects of media coverage, we explore whether the extent of negative media coverage about the firm drives the subsequent appointment of female CEOs. Further, we contend that negative media coverage is more likely to lead to female CEO appointment among firms with larger boards, more outside directors and at least one female director. Using data from a matched sample of 160 publicly-traded U.S. firms, we found that firms that experienced negative media coverage were twice more likely to appoint a female CEO. Furthermore, we found that the influence of negative media coverage on female CEO appointments is greater among firms with boards dominated by outside directors and boards that have at least one female director. Despite our predictions, board size does not seem to facilitate the likelihood of female CEO appointment. Implications for research and practice are discussed.

Ready for Industry Change? A Content Analysis of CEO Attention and Outcomes in the U.S. Telecommunications Industry, 1984-1996

Michael Lerman, University of Tennessee

Anne Smith, University of Tennessee

Using a matched pair of firms in a dynamic industry, we identify patterns related to the attentional perspective of firm behavior. We address CEO attention and outcomes in the U.S. telecommunications industry. We analyze patterns of attention and subsequent outcomes to identify whether a firm was ready for an industry change. We evaluate these relationships through analysis of four of the Regional Bell Operating Companies (Ameritech, Bell Atlantic, NYNEX, and SBC). The period of our analysis begins in 1984 (the breakup of AT&T) and continues through 1995 (the year preceding the 1996 U.S. Telecommunications Act). Using template analysis, we coded CEO letters to shareholders over this period and undertook several innovative efforts to evaluate the trustworthiness of our coding. We analyzed CEO attention to external and internal factors and strategic actions with resulting outcomes. We assessed the patterns of attention and linked them to whether a firm initiated strategic actions after 1996 or was acquired soon thereafter. Attention to the task and general environment early on was associated with heightened diversification and firms that were ready to initiate change to the industry structure, whereas focus on existing customers, internal stakeholders, and restructuring activities were associated with acquired firms. Our findings provide theoretical elaboration of an attentional perspective and provide methodological recommendations for future studies.

065. Individual Differences in the Workplace

Track 6: Organizational Behavior

Paper Session

Thursday, 3:15 to 4:45 pm

Marriott City Center: Charlotte B

Facilitator:

Alexandra Dunn, University of North Carolina Charlotte

Participants:

Proactive Personality, Core Self-Evaluations, and Engagement: Main Effects and the Role of Negative Work Affect

Jeffrey Joseph Haynie, Nicholls State University

Brian Flynn, University of North Florida

Shawn Mauldin, Mississippi State University

We proposed the simultaneous mediating effects of job engagement in the relations of proactive personality and core self-evaluations with work behavior and attitudes. Job engagement was found to mediate the indirect paths of proactive personality and core self-evaluations with task performance and affective organizational commitment. We also expected these mediation effects to be strengthened when negative work affect was high. This conditional indirect effect was only supported for the motivational process with proactive personality. The implications of these findings and areas for future research are discussed.

The Impact of Organizational Reputation and Recruiter Political Skill on Recruitment: Quality vs. Quantity

Diane Lawong, Florida State University

Researchers have identified various organizational and recruiter characteristics that impact recruitment effectiveness. However, how recruiters leverage these characteristics to recruit quality candidates, and distinguishing between the impact of recruiter and organizational characteristics in the recruitment process, remains neglected. This paper presents political skill as a social effectiveness tool that can be used by recruiters to leverage the reputation of their organizations during the recruitment process. Furthermore, I assert that organizational characteristics are more related to the quantity of applicants who are attracted to the organization, whereas recruiter characteristics are related to the attraction and successful recruitment of quality applicants.

Why Does Personality Predict Job Attitudes? A Meta-Analytic Path Model of Mediated Relationships

Alex Rubenstein, University of Memphis

Christian Calderon, University of Memphis

Research has provided considerable support for the dispositional basis of job attitudes. However, the mechanisms to explain such personality trait-job attitude relationships have been less forthcoming. Drawing

from Trait Theory and the Theory of Purposeful Work Behavior, the present study developed and tested an integrative model linking the Five-Factor Model of personality to work attitudes (i.e., job satisfaction and organizational commitment) via five mediators: relationship quality, job characteristics perceptions, job complexity, fit perceptions, and extrinsic rewards. In doing so, we highlight the dominant pathways by which FFM traits are expressed to predict attitudes while offering 38 new meta-analytic estimates to the literature. The results illuminate the unique roles of each mediator in describing how and why each FFM trait is related to job attitudes. We discuss the implications of our results for both theory and practice, and highlight important avenues for future research on personality and job attitudes.

Attachment Style and Competitiveness: Early Relational Model Effects on Competitive Orientation

Gabrielle Swab, University of Mississippi

Paul Johnson, University of Mississippi

Although competitive behavior is a fundamental dynamic in the world of business, it remains relatively understudied compared to its role in interpersonal action. We engage in competition in various forms throughout our lives, from early childhood through adulthood, so understanding how and why we compete, as well as the different ways we compete may help us understand the characteristics of the different approaches to competition we see in the workplace. In pursuit of this goal, we proposed a model of childhood developmental processes, attachment style, and their effects on competitive orientation. By integrating these individual differences related to interpersonal activity, we establish a basis for identifying the important relational dynamics that affect competitive action.

066. Facilitating Entrepreneurship at the Individual and Organizational Level

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Paper Session

Thursday, 3:15 to 4:45 pm

Marriott City Center: Charlotte C

Facilitator:

David Jiang, Georgia Southern University

Participants:

Bound for Entrepreneurship? Exploring the Effects of Boundaryless Career Views on Entrepreneurial Intentions

David Marshall, University of Mississippi

Jon C. Carr, North Carolina State University

Considering that recent literature holds that many individuals transition incrementally from wage-employment jobs to entrepreneurial careers, we extend “new” career theory to the study of entrepreneurial decision making by examining the role of boundaryless career views in shaping entrepreneurial intentions for employees. The boundaryless view allows us to not only consider individual differences in entrepreneurial intentions but also accounts for the role of human agency in pursuing entrepreneurship; an aspect noticeably missing in the intentions literature. Specifically our study involving a diverse group of 902 employees from a security operations and logistics organization shows that boundaryless career views do indeed positively impact an employees’ intentions to leave wage employment in favor of entrepreneurship and that other self-directed career attitudes influence this relationship as well. Our theory and findings highlight the importance of examining entrepreneurial intentions in the context of wage-employed individuals (as opposed to students who have yet to make career decisions) and the underlying cognitive mechanisms that seem to allow some employees see entrepreneurship as a desirable and feasible career move while others do not.

A Theory of Entrepreneurial Exaptation Among Bypassed Siblings

Peter Jaskiewicz, Concordia University

James G. Combs, University of Central Florida

Sabine Rau, King's College

An entrepreneurial legacy (EL) is a business family's rhetorical reconstruction of past entrepreneurial achievements or resilience. Recent research shows that imprinting an EL on the next generation motivates family incumbents and successors to engage in activities that foster transgenerational entrepreneurship in the family firm. The

present study extends this line of research by developing theory to explain how next-generation members who are NOT successors can be motivated to become entrepreneurial inside or outside of the focal firm. As such, we develop theory on entrepreneurial exaptation – the extent to which entrepreneurial capabilities that are developed in one context (i.e., the family firm) will be applied to other contexts (i.e., a new firm). Based on 88 in-depth interviews with 13 German multi-generation business families active in the wine-making sector, we find that when a strong EL is combined with high family cohesion and low family flexibility it focuses male bypassed siblings on entrepreneurial behaviors as secondary participants in the family firm or, if that is not possible, in other wine businesses in the same region, indicating some entrepreneurial exaptation. In families with moderate levels of cohesion, EL, and family flexibility, male bypassed siblings turn their entrepreneurial energies to new firms, industries and regions – indicating strong entrepreneurial exaptation. Based on these findings, we theorize that very cohesive families with a strong EL limit entrepreneurial exaptation to ensure a pool of reserve successors. In contrast, families with moderate levels of cohesion, EL, and flexibility are less focused on the focal firm, supporting entrepreneurial exaptation of male next generation members to new contexts. Our findings, however, do not extend to female next generation members: Despite an entrepreneurial motivation, they are blocked from pursuing entrepreneurial behaviors by traditional family rules that favor sons; the only exception appear to be families lacking sons.

The Elusive Nature of Entrepreneurial Education

Karen Moustafa Leonard, University of Arkansas at Little Rock

Zelimir William Todorovic, Indiana University Fort Wayne

In a rapidly changing and globalizing world, it is essential that students receive the best education possible to allow them to compete. However, we faculty and students are more comfortable in certain fields than others. In an attempt to explore these individual differences, we developed a way of thinking about courses and students that may help explain variations in comfort levels, using the type of field – stable or dynamic – and individual student differences – uncertainty avoidance and locus of control. Our framework and discussion should lead to further empirical studies of the variables. By understanding the nature of the interaction between course type and individual student differences, students can be guided in the appropriate types of courses. In addition, since students often take required courses that might not fit their personal requirements, this research provides help in dealing with these individual differences. If we understand what causes these differences, we can encourage and assist the student appropriately

The "Gift" of Learning Disabilities: A Positive Link to Entrepreneurship

Nancy McIntyre, West Virginia University

Michael Harvey, The University of Arizona

Research indicates that there is a significantly higher occurrence of learning disabilities among entrepreneurs than that found in the general population. In this paper, we will utilize entrepreneurial cognition theory to develop a theoretical basis for this finding. We introduce the concept of neurodiversity to discuss what has been termed learning “disabilities” in a positive light as they impact success in entrepreneurship. We propose that individuals with learning differences (often labeled learning disabilities) are forced by those differences, to process information in ways that enable them to cope with the information in their environment and when they do so in a positive way, those individuals become more alert to their environment and are more able to identify entrepreneurial opportunities.

067. Business School Deans: Lessons from the Trenches and Institutional Considerations

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

Thursday, 3:15 to 4:45 pm
Marriott City Center: Charlotte D

Facilitator:

Theresa Domagalski, Western Carolina University

This panel symposium is targeted to individuals who aspire to positions of leadership in colleges of business and to those who are interested in learning more about academic administration in business schools. The objectives are two-fold. One is to provide participants with a view of the dean's experience by learning first-hand from three business school deans. The second objective is to address important institutional considerations from strategic management and human resource management perspectives. We address the alignment of business units' vision and strategic objectives with those of the institution. We also discuss human resources themes of training, qualifications, performance and turnover.

Panelists:

Geralyn McClure Franklin, United Arab Emirates University - retired
Yue Cai-Hillon, Western Carolina University
Leroy Kauffman, Western Carolina University
Ronald Shiffler, Queens College - retired

068. Conceptual and Design Considerations in Multilevel Studies
Co-sponsored by the Research Methods Division of the Academy of Management

PDI - Methods

Thursday, 3:15 to 4:45 pm
Marriott City Center: Charlotte E

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

Panelist:

Nikos Dimotakis, Georgia State University

069. Context Matters

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

Thursday, 3:15 to 4:45 pm
Marriott City Center: Charlotte G

Facilitator:

Cynthia Cycyota, United States Air Force Academy

Participants:

Finding Meaning through Volunteering: A Study of Volunteering at a Manufacturing Facility

Alana Daniel, Miles College
Donald Mosley, University of South Alabama
Marjorie Icenogle, University of South Alabama

This article explores a manufacturing facility-elementary school partnership founded in 2014 through a regional non-profit organization. The Reading Buddy program pairs lower elementary students with employees at a local manufacturing facility for reading practice during the academic year. The aim of the study was to discover how much impact the program would have on volunteers and to generate theory related to volunteering from volunteers at the manufacturing facility.

Negative Environments, Moral Disengagement and Outcomes

Matthew Valle, Elon University

Suzanne Zivnuska, California State University, Chico

Silvia Clark, Texas State University

Based on a theoretical framework that incorporates moral disengagement theory (Bandura, 1986, 1999) as a mediating mechanism, the purpose of this research was to investigate the relationship between individual perceptions of negative organizational environments on moral disengagement and subsequent outcomes. Specifically, we examined the indirect relationship of abusive supervision and perceptions of organizational politics on the outcomes of organizational deviance behavior and unethical pro-organizational behavior through the influence of moral disengagement. We collected data in two separate surveys from 206 individuals working fulltime; the data collections were separated by 6 weeks. Results indicate that moral disengagement mediates the relationship between abusive supervision and deviant organizational behavior/unethical pro-organizational behavior. No mediating effect was observed for moral disengagement in the path from perceptions of politics to outcomes. Implications for research and practice are offered.

Not So Black and White: Understanding Group Differences in Performance

Artise P. McKinney, Coastal Carolina University

There has been considerable research examining the group differences on various predictors that influence diversity in academic and employment outcomes. This study examined ethnic group differences in academic performance measures that are widely used in college admissions and personnel selection contexts. Each of the study variables (e.g., SAT, high school GPA, and college GPA) were examined over time, but the group differences in GPA were significantly lower than other assessments used in employment. The implications for diversity management and personnel strategies are discussed with suggestions for future research.

Proactive Personality in Relation to Life Satisfaction During Late Career and Early Retirement

Todd Maurer, Georgia State University

Elizabeth Foster Chapman, Mercer University-Atlanta

The present study contributes at the intersection of the literatures on personality, careers, retirement, and life satisfaction by finding that a proactive disposition was positively related to life satisfaction during a ten -year period in which people went from being full-time employees to being fully retired. This was true whether differences in life satisfaction included or excluded differences in career satisfaction during that time, thus suggesting that proactivity explains differences in life satisfaction excluding influences from career. In a sample of 118 recent retirees from across the U.S. workforce who were surveyed during their working years and again ten years later during retirement, control variables (individual, household, and previous job) were included so that we could examine the incremental and unique effects of proactive personality. Proactive people were more satisfied during this critical period of life. We discuss research implications as well as potential practical implications for enhancing satisfaction during a life stage in which proactive behavior may be beneficial.

070. Exploring Risk and Exploiting Rewards: The Role of Power, Status, and Risk on Organizational Behavior

Track 6: Organizational Behavior

Paper Session

Thursday, 3:15 to 4:45 pm
Marriott City Center: Charlotte H

Facilitator:

Zachary A. Russell, Xavier University

Participants:

Setting the Stage for Individual Ambidexterity in Organizations: Two Antecedents of Explorative and Exploitative Behavior

Fernando Garcia, Dalton State College

Rebecca M. Guidice, University of North Carolina Wilmington

Neal Merlo, Stetson University

In response to changing customer demands and increasing competition, companies must balance the need to exploit their current capabilities with the need to explore new capabilities to sustain long-term success. Balancing this duality is at the core of the ambidexterity concept. While ambidexterity research mostly has focused at the firm

level of analysis, recent literature indicates the need to analyze the concept at the individual level to increase our understanding of where ambidexterity takes place and how it emerges from context. Drawing from the ambidexterity, the psychological empowerment, and the psychological ownership literatures, we propose that work environments that help develop individuals' feeling of empowerment and ownership will tend to motivate explorative and exploitative behavior. The resulting model will help us understand the dynamics of the ambidexterity phenomenon at its most basic level and will provide organizations with knowledge on how to encourage, promote, and manage ambidextrous behavior.

Social Hierarchy in the Workplace: Development of Distinct Measures for Power and Status

Andrew Yu, Michigan State University

Nicholas Hays, Michigan State University

Emma Zhao, University of Melbourne

Although there is growing recognition that power and status represent distinct and important bases of hierarchy, research on this distinction in organizational psychology has been limited, in part because of the lack of a valid measure. Using multiple samples, we develop a 12-item measure of power and status that replicates across samples. The scale exhibits good psychometric properties, including convergent and discriminant validity. We establish criterion-related validity by demonstrating relationships between our new measure and both individual traits and organizational behavioral outcomes. Overall, this research provides a reliable and valid measure of power and status, and demonstrates that distinct forms of social hierarchy can have important implications in workplace environments.

Risk Evaluation at Work: Employee Role Expectations and Perceived Coworker Risk Propensity

Oliver Stoutner, Wright State University

Daniel G. Bachrach, University of Alabama

Jeffrey Arthur Martin, University of Alabama

Building on role- and self-categorization theories, in this 2x2 experiment employing 160 subjects, we examine how perceived coworker risk propensity affects employee risk evaluation at a fictitious childcare services organization. We find support for our hypothesis that perceived coworker risk propensity has a negative relationship with employee risk evaluation. Further we find support for the moderating effect of variability in perceived coworker risk propensity. Implications for these results are discussed along with directions for future research.

The Risky Business of Studying Risk in Business: A Multidisciplinary Review

Sophie Elizabeth Jané, Case Western Reserve University

Chantal van Esch, Case Western Reserve University

Diana Bilimoria, Case Western Reserve University

A specific area of decision-making that has garnered significant multidisciplinary attention is that of understanding risk. Due to the many disciplines which have defined, conceptualized, and studied risk and its related constructs, synthesizing the depth and breadth of this literature is a challenging task. We discuss the progression of risk literature from early expected value and probability theory, to recent developments in management and neuroeconomics. Organizational theories and empirical findings on risk are examined based on recent empirical evidence. Common themes and emerging trends in the literature are used to build an agenda for future research.

071. SMA Business Meeting

Thursday, 5:30 to 6:30 pm

Marriott City Center: Charlotte E-F-G-H

Please join us for a look at 2016 in the rear view mirror and a view of the road ahead.

Coordinator:

James G. Combs, University of Central Florida

072. Presidential and Hunt/SOSA Award Reception

Sponsored by University of North Carolina Charlotte, NC State Entrepreneurship Clinic, and University of Central Florida

Thursday, 6:30 to 7:30 pm

Marriott City Center: Event Hub

Come enjoy light refreshments and honor our SMA royalty: outgoing SMA President Jim Combs and our Hunt/SOSA Honoree Archie Carroll.

Coordinator:

Joy H. Karriker, East Carolina University

073. Registration

Friday, 8:00 to 11:45 am
Marriott City Center: Event Edge

Coordinator:
Mary Jo Jackson, Stetson University

074. Café SMA Coffee Bar

Sponsored by Texas State University
Friday, 8:00 to 8:30 am
Marriott City Center: LG Studio

Make a quick pit stop for a cup of coffee before heading to your first session.

Coordinator:
Joy H. Karriker, East Carolina University

075. That's Not Fair! Selection, Compensation, and Retirement Issues in Organizations

Track 4: Human Resources/Research Methods
Paper Session
Friday, 8:30 to 10:00 am
Marriott City Center: 2nd Ward

Facilitator:
Tracy Lambert Griggs, Winthrop University

Participants:

Investigating the Relationship Between Retirement Benefits, Perceived Organizational Support, and Employee Outcomes: A Conceptual Model

Min Kyu Joo, University of Houston

Organizations are increasingly shifting from defined benefit (DB) to defined contribution (DC) retirement plans. While such changes may lower organizational costs, the shift to DC plans has been conducted without consideration of how these changes may affect the exchange relationship that exists between organizations and employees. Drawing on previous benefits research and organizational support theory, I develop propositions regarding how retirement pension plans may affect a range of employee outcomes and provide a warning to researchers and practitioners to not overlook possible important side effects of the shift from DC to DB plans.

Recruitment Process Outsourcing and Organization Attraction: How Do Applicants React?

Karen Landay, University of Alabama

Sarah DeArmond, University of Wisconsin Oshkosh

Though the use of recruitment process outsourcing (RPO) has increased in recent years, little research has examined the impact that RPO may have on applicants. This is particularly relevant as extant findings suggest that negative experiences during the recruitment process may be detrimental to organization attraction and job acceptance. Thus, this study uses signaling and critical contact theory to examine the main and interactive effects of RPO, recruiter competence, and perceived firm reputation on organization attraction. We presented undergraduate students with hypothetical job application scenarios in which we manipulated RPO, recruiter competence, and perceived firm reputation. Results showed that respondents were more attracted to an organization when a recruiter was competent rather than incompetent and when perceived hiring firm reputation was positive rather than negative. There was no main effect of RPO use on organization attraction. However, we did find support for an interactive effect of RPO use and recruiter competence on organization attraction. Organization attraction was greater when RPO was not used than when it was used when the recruiter was competent, but the opposite was true when the recruiter was incompetent. This suggests that recruiters may have a different effect on the RPO-organization attraction relationship than what has been suggested in previous research.

Talent Attracts Talent: Effects of Leader Human Capital on Talent Acquisition and Unit Performance

Christopher M Harris, Texas Woman's University

Gary C. McMahan, University of Texas at Arlington

Human capital has been recognized as an important element in the creation of a competitive advantage. This study examines the influence of organizations having high quality leaders on the attraction of high quality recruits to organizations. High quality leaders along with high quality employees should allow an organization to develop a human capital advantage and perform at a high level. Our findings indicate that organizations with high quality leaders attract high quality recruits and in turn perform at a high level.

"The 'I' in Team:" Member Selection Control in Cross-Sector Social-oriented Partnership Teams

Thomas Pittz, University of Tampa

Melissa Cast, Western Michigan University

Sean E. Rogers, Cornell University

Judy Weisinger, Mills College

Cross-sector social partnerships represent a unique form of collective social entrepreneurship (Montgomery et al., 2012; Phillips et al., 2015). This research explores team selection control – the ability of an entrepreneurial social collective to provide input into the selection of team members – as an important antecedent of team and job satisfaction. Additionally, this study considers the role of justice in moderating these relationships. The role of team selection control was tested in a sample of cross-sector social partnerships spanning all three economic sectors and divergent social objectives. The findings of this study have important implications for scholarship and practice.

076. Business- and Corporate-Level Strategies

Track 7: Strategic Management
Paper Session
Friday, 8:30 to 10:00 am
Marriott City Center: Charlotte A

Facilitator:
Karen Nicholas, West Virginia University

Participants:

Aggressive Strategies During Recessions: Evidence from the 2007 IPOs

Steve Lovett, University of Texas Rio Grande Valley

Recessions are among the most disruptive events that businesses ever face, but little is known about firm strategies during recessions. This study used a person-firm-industry framework to investigate the conditions under which firms are likely to respond aggressively or conservatively to recessions. The sample was taken from the set of firms that completed IPOs in 2007, just before the "great recession" of the late 2000s, and data was taken from their published financial statements. Aggressiveness was measured through a "balance sheet" approach, as the extent to which managers were willing to commit the funds raised at IPO to long-term assets. Hypotheses were tested through a regression using aggressiveness as the dependent variable. The larger 2007 IPO firms and those in less concentrated industries were more likely to follow more aggressive strategies. However, the hypothesis relating to the person was not supported. Future research focusing how the characteristics of individual decision makers influence their responses to recessions would be useful. More generally, there may be circumstances under which firms might benefit from aggressive strategies during recessions, and more precise identification of these conditions would be of great value to business practitioners.

Incumbent Response to Emerging Radical Technology: The Influence of Competitive Interdependence on Strategic Choice

William R. Carter, University of Baltimore

Manjula S. Salimath, University of North Texas

Understanding incumbent response to an emerging radical technology is important because early-stage choices have path dependency implications for long-term firm performance. From a survey of key informants in firms facing an emerging radical technology, we find firms' competition-related strategic orientations, resource comparisons, and environmental expectations are associated with the timing and nature of their choice of response to that technology. Our findings extend theory on incumbent response to technological change by advancing a novel conceptualization of response, focusing on

response at the emergence of a new technology, and introducing competitive interdependence as a valuable lens for understanding response.

Toward a Theory of Extinction: Why Utopian Conditions Lead to the Eventual Death of Corporate-Level Strategies

Anna Obedkova, University of Texas at Arlington

Liliana Perez-Nordtvedt, University of Texas at Arlington

Ann McFadyen, University of Texas at Arlington

While the field of management has made great progress when it comes to explaining the death of organizations or populations of organizations, little is known about the “death” of corporate-level strategies. Applying Calhoun’s (1973) Death by Utopia results from his Universe 25 experiment, we develop a theoretical model of extinction that seeks to explain why certain corporate-level strategies become extinct over time. In doing so, we identify utopian conditions that drive strategies to rapidly flourish, yet eventually lead to their demise. We suggest that rapid growth of a corporate-level strategy leads to it overcrowding the business landscape. We further propose that once overcrowding surpasses a certain point, deviancy in behavior by corporate parents becomes prevalent. Such behavioral sink, which takes several forms, eventually leads to the corporate-level strategy’s extinction. In an effort to show how our theory adds to current theories that explain death, we compare and contrast population ecology, life cycle models, and our theoretical model to provide a richer lens through which to examine death of corporate-level strategies.

Examining Competing Explanations of Acquisition Divestment

Sina Amiri, Iowa State University

David R. King, Iowa State University

This paper examines the applicability of three major perspectives—prior mistake, indigestion, and financial constraint—in explaining the performance implications of the divestment of prior acquisitions. Our results suggest that a negative stigma surrounding divestments is largely unwarranted, and that acquisitions and divestitures are complementary corporate restructuring tools. Still, acquisition characteristics can help predict market reactions to subsequent divestment announcements. From a sample of 69 U.S. high technology acquisitions between 2003 and 2008 that were later divested by 2015, we find mixed support for the correction of the prior mistake viewpoint. Contrary to expectations, we find a positive relationship between acquisition and divestment announcement market returns. However, in support of divestments correcting a prior mistake, we find the divestment of acquisitions that were paid for with stock (vs. cash) are associated with significantly lower divestment returns. The implication is that investors do not treat all information signals at divestment equally, but that existing explanations of divestment display shortcomings. We anticipate a mix of acquisition and divestiture as part of corporate restructuring may lead to higher corporate performance. Additional implications for management practice and research are identified.

coming from outside the U.S. This raises an important question: Are we being misled or taken off track if we apply theories, concepts, and relationships built in America to empirical work performed in very different cultural contexts? We address this question through analysis of leadership research published in 5 major journals over three 5-year time periods since 1990. We also discuss several important issues associated with the results, and propose steps to address the cultural influence on leadership research going forward.

What Works for You May Not Work for (Gen)Me: Generational Limitations of Leadership Theories

Heather Anderson, University of Oklahoma

John Edward Baur, University of Nevada Las Vegas

Jennifer A. Griffith, East Central University

Michael R. Buckley, University of Oklahoma

Scholars and practitioners alike have recognized that younger workers, collectively known as Millennials or GenMe, are different from workers in prior generations. Employees of this generation hold different expectations regarding the centrality of work to their lives and bring different personalities and attitudes to the workforce. As the number of Millennials in the workforce grows, the divide between them and their older counterparts become more salient and pose unique challenges for organizational leaders. In this paper, we explore how these changes may auger the reconsideration of five of the most cited leadership theories in an effort to understand important boundary conditions and how leadership research must evolve to keep pace with the workforce.

"Nice Supervisors Don't Always Finish First:" Supervisor Empathy and the LMX Differentiation – Contextual Performance Relationship

Jeffrey Joseph Haynie, Nicholls State University

John Harris, Florida State University

Stanley G. Harris, Auburn University

K. Nathan Moates, Valdosta State University

We proposed that supervisor empathic concern moderates the relationships of LMX differentiation with the contextual performance outcomes of interpersonal facilitation and job dedication. These contextual performance outcomes were hypothesized to be greater in high LMX differentiation contexts led by leaders low in empathy as compared to those led by empathic leaders. In contrast, we also hypothesized that the performance outcomes would be greater in low LMX differentiation contexts led by highly empathic supervisors as compared to leaders low in empathy. Our model was fully supported. Implications of our findings and areas for future research are then discussed.

Authentic Leadership: An Examination of Boundary Conditions

James Douglas Carlson, Texas Tech University

William Gardner, Texas Tech University

Daniel Gullifor, Texas Tech University

Claudia C. Coglisier, Texas Tech University

Authentic leadership theory currently makes an implicit assumption that authenticity and authentic relationships are achievable in any context. However, this assumption is unsubstantiated and needs to be addressed to facilitate sound advancement of the authentic leadership literature. To address this assumption, we present theoretical propositions regarding the boundary conditions of authentic leadership. Specifically, we center our attention on the development of authentic relationships and introduce a model of authentic relationship formation. We organize our discussion of the identification and examination of boundary conditions at both the omnibus (e.g., time, physical distance, cultural friction) and discrete (e.g., perceived social distance, perceived frequency of leader-follower interaction, narcissism, Machiavellianism, psychopathy) levels of context. We follow our consideration of how these boundary conditions can impede the development of authentic relationships with a discussion of implications for the theory and suggestions for directions for future research.

077. Leadership Today: Emerging Topics in Leadership Research

Track 6: Organizational Behavior

Paper Session

Friday, 8:30 to 10:00 am

Marriott City Center: Charlotte B

Facilitator:

B. Parker Ellen, Northeastern University

Participants:

Leadership Research 1990-2015: Where Have All The U.S. Companies Gone?

Leanne Atwater, University of Houston

David Atwater, Atwater Management Consulting

Alex Tawse, University of Houston

Jia Yu, University of Houston

Francis J. Yammarino, Binghamton University - SUNY

As the GLOBE study illustrated, national culture has a significant impact on how leadership is practiced and perceived and so far the issue has been addressed from a decidedly Western perspective. That is because, until recently, conclusions drawn about leadership and management have been made primarily by U.S. researchers based on studies conducted primarily in America. However, times have changed. As our data show, there has been a dramatic shift in the source of leadership research as study samples are increasingly

078. Family Firms: I Don't Care Too Much for Money, Money Can't Buy Me Love

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Paper Session

Friday, 8:30 to 10:00 am

Marriott City Center: Charlotte C

Facilitator:

Kincy Madison, Mississippi State University

Participants:

Entrepreneurial Orientation and Family Business Performance: The Moderating Effect of Socioemotional Wealth

Remedios Hernández Linares, University of Extremadura

Franz Kellermanns, University of North Carolina Charlotte

Maria C. Lopez Fernandez, University of Cantabria

Soumodip Sarkar, Universidade de Évora, CEFAGE-UE

We examine the independent impact of Lumpkin and Dess' (1996) five entrepreneurial orientation (EO) dimensions (risk-taking, innovativeness, proactiveness, competitive aggressiveness, and autonomy) on family business performance, as well as the moderating effect of socioemotional wealth (SEW) on these relationships. Based on a sample of Spanish and Portuguese family firms, results show the direct impact of proactiveness, competitive aggressiveness, and autonomy on family firm performance, as well as the moderating effect of SEW on the links between risk-taking and performance and innovativeness and performance. Thus, we contribute to the scarce literature examining the influence of affective or family-based factors, namely SEW, on the link between EO and performance in family businesses by emphasizing both the different influence of each EO dimension on family firm performance and the fact that SEW has significant consequences for family firms.

The Family Firm's Socioemotional Paradox: Examining Tensions Between Family Members' Socioemotional Wealth and Socioemotional Selectivity

David Jiang, Georgia Southern University

Timothy Paul Munyon, The University of Tennessee

Franz Kellermanns, University of North Carolina Charlotte

Michael Lane Morris, University of Tennessee

Research on socioemotional wealth (SEW) theory finds that family firms, relative to nonfamily firms, generally pursue a higher proportion of nonfinancial goals that provide them with SEW, or a stock of emotional value in the firm. Family succession is believed to be an important distinguishing goal that contributes to SEW in these firms. However, a socioemotional paradox exists in the literature regarding succession desirability and the strength of SEW over time. Here, using a survey sample of family firm members drawn from family firms in tourism industries, we reconcile this paradox by integrating socioemotional wealth and socioemotional selectivity theoretical perspectives. In the aggregate, this study is the first to (a) empirically incorporate emotion into SEW theory (b) directly examine how time perspective influences changes in succession desirability and (c) provide psychological mechanisms that explain heterogeneity in SEW preferences for various family members across the family firm lifecycle. Consequently, this is one of the first studies to directly examine the microfoundations of SEW theory. Potential implications for practice are positioned to help family firm succession, especially by offering psychological implications of time perspective that can help founder-run family businesses improve firm survival and longevity.

"Well, I Have a Family": An Exploration of Socioemotional Wealth and Community Goals in SMEs

Bart Debicki, Towson University

Robert VDG Randolph, University of Nevada Las Vegas

Benjamin Alexander, California Polytechnic State University

Robert Zajkowski, Maria Curie-Skłodowska University in Lublin

Businesses can direct their efforts towards the fulfillment of multiple, high-level objectives including financial wealth, socioemotional wealth (SEW) and community goals. Among family firms, the pursuit of SEW has been upheld as a key strategic idiosyncrasy. However, the pursuit of SEW is not constrained to family firms, nor is SEW the only non-economic goal salient in family-owned and non-family firms. In this paper, we examine the pursuit of SEW and Community Goals in both family-owned and non-family small and medium-sized

enterprises (SMEs). We argue that conflict and complementarity between different goals are affected by family ownership. We find that the pursuit of different non-economic goals interacts with family ownership to yield important financial outcomes.

How Does Family Ownership Influence a Firm's Pursuit of a Proactive Environmental Strategy? The Role of the Firm's Long-Term Orientation

Emma Su, Mississippi State University

Junsheng Dou, Zhejiang University

This research investigates some of the underlying mechanisms of the effect of family ownership on a firm's pursuit of a proactive environmental strategy (PES). Based on insights drawn from organizational identity theory and the socioemotional wealth preservation perspective, we propose that the effect of family ownership on a firm's adoption of a PES is mediated through the firm's long-term orientation (LTO). Specifically, family ownership is positively related to the firm's LTO, which in turn has a positive impact on the firm's PES. Furthermore, the strength of the relationship between family ownership and a firm's LTO depends on the level of the family's commitment to the firm. An analysis of 454 family firms in China provide empirical support for the proposed moderated mediation model. Contributions and implications of this study are also discussed.

079. Building Trustworthiness in Textual Coding

Co-sponsored by the Research Methods Division of the Academy of Management

PDI - Methods

Friday, 8:30 to 10:00 am

Marriott City Center: Charlotte E

Inductive coding of textual data is a feature found in many exploratory, qualitative research projects. Trustworthiness as a central concern in exploratory, qualitative research. How can researchers enhance the trustworthiness of inductive coding? Specifically, how can researchers use features of computer aided qualitative data analysis software to enhance researcher (and reviewer!) confidence in inductive textual coding? Certainly, a key aspect of trustworthiness is interrater coding and reliability. Yet, there are many decisions to consider in joint coding activities that may or may not be surfaced in published articles. The focus of the session is to show and explain several tactics using CAQDAS to enhance trustworthiness in textual coding for exploratory qualitative research.

Panelists:

Anne Smith, University of Tennessee

Michael Lerman, University of Tennessee

080. Women, Minority, and Immigrant Entrepreneurship

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Paper Session

Friday, 8:30 to 10:00 am

Marriott City Center: Charlotte F

Facilitator:

Daniel T. Holt, Mississippi State University

Participants:

A Complex Adaptive Systems Approach to Entrepreneurial Ecosystems

Philip T. Roundy, University of Tennessee at Chattanooga

Beverly K. Brockman, University of Tennessee at Chattanooga

Mike Bradshaw, The Company Lab

Entrepreneurial ecosystems are a phenomenon of growing economic and cultural significance, which is attracting the attention of academics and practitioners. Studies have identified ecosystems' key components, such as sources of financial capital. However, prior research has not put forth a theory of entrepreneurial ecosystems that embraces their complexity. To address this omission, we draw from work in wide-ranging disciplines and contend that entrepreneurial ecosystems can be better understood if examined through the lens of complexity theory and conceptualized as complex adaptive systems. We present the core concepts of complexity, apply them to entrepreneurial ecosystems, and discuss the implications of our theorizing.

Female CEOs, Entrepreneurial Ecosystems and Firm Performance: Evidence From Eastern Europe and Central Asia

Punit Arora, *City College of New York*

This study examines the role of entrepreneurial ecosystems on the performance of female CEOs (FCEOs) in the context of nascent businesses from 27 Eastern European and Central Asian countries. Specifically, we propose and test the mediating role of task environment on the impact of female FCEOs on firm performance. Using World Bank data in a context resembling natural experiment, we provide evidence that challenges the tenets of the female underperformance hypothesis. By demonstrating the role of ecosystems and underlying mediating mechanisms in a novel research context, we also make a significant contribution to entrepreneurship and the upper echelon literature.

Best Doctoral Student Paper In Track

Sponsored by JBE

Who is Likely to Fail? Benefits and Costs of Gender Diversity

Kyoung Yong Kim, *City University of Hong Kong*

While entrepreneurship exerts considerable influence on economic growth, a majority of new ventures go out of business within five years. In this high-stakes context, diversity in venture teams can be central to its survival, improving diagnosis of the situation and thereby the quality of decision-making. While few studies have looked at the relationship between team diversity and venture survival, no study has investigated the influence of gender diversity on venture survival. A number of studies in organizational behavior suggest that men and women differ in many aspects so gender diversity influences team dynamics. Thus, in the present study, we focus on gender diversity as a key antecedent of venture failure, and examine the conditions under which gender diversity positively or negatively influence venture failure. This is the first study in the entrepreneurship literature that thoroughly examined the gender diversity-venture failure relationship. Using panel data of 202 ventures, we found that gender diversity of the venture teams was positively associated with venture failure when the team size was small, when the proportion of women's equity was high, or when the venture credit risk was low. Theoretical and practical implications are discussed.

Women entrepreneurship: Understanding the effect of Cross-national differences in Culture and Norms

Ratan Dheer, *Eastern Michigan University*

Mingxiang Li, *Florida Atlantic University*

Entrepreneurship literature suggests that starting new businesses offers women a route to economic and social parity. However, despite rapid growth in the rate of entrepreneurship in nations around the world, the number of new businesses started by women has traditionally remained less than that of men. This study focuses on understanding the causes of cross-national differences in women's likelihood of starting new business ventures. It specifically investigates the moderating role of informal institutional elements in explaining the likelihood of new venture creation by women. A multi-level analytical design is used to test the hypothesized arguments.

081. Exploring the Generational Divide: Interactive Examination of Generational Stereotypes Related to Leadership, Mentoring, and Communication

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

Panel

Friday, 8:30 to 10:00 am

Marriott City Center: Charlotte G

Facilitators:

Laci M Lyons, *University of Central Arkansas*

Frankie Jason Weinberg, *Loyola University New Orleans*

This interactive panel symposium will involve a game show-style introduction prefacing an evidence-based discussion of generational considerations in organizational leadership, mentoring, and communication styles. Safe and appropriate for all ages—join us as we examine some stereotypes and dispel some myths about typical behaviors of various generational members, with a focus on Baby Boomers and Millennials. The session will open with an interactive game show that tests the cross-generational knowledge of several contestants (selected from the audience). Following this, a panel of experts will discuss empirically documented shifts relevant to leadership, mentoring, and communications among generationally diverse employees. Specifically, panelists will examine whether these key types of workplace interactions have

shifted over time, and, if so, whether those shifts are attributable to generational differences.

Panelists:

Stacy Campbell, *Kennesaw State University*

Brian Hoffman, *University of Georgia*

Melenie J. Lankau, *Wake Forest University*

Chantal van Esch, *Case Western Reserve University*

Frankie Jason Weinberg, *Loyola University New Orleans*

082. Employee Stress and Well-Being

Track 6: Organizational Behavior

Paper Session

Friday, 8:30 to 10:00 am

Marriott City Center: Charlotte H

Facilitator:

Nikos Dimotakis, *Georgia State University*

Participants:

Job-Related Risks, Injury, Stress, and Performance: A Study of Mexican Police Officers

Jorge Gonzalez, *UT Rio Grande Valley*

Lorena Perez-Floriano, *El COLEF*

We examined the role of perceived risk of violence and mortal danger on work stress, and the role of work stress on job performance. Relying on theory on work stress, risk analysis, and death awareness, we compared the experience of people who have and have not experienced a critical job injury. We also examined the role of job satisfaction and intention to quit as mediating mechanisms in these relationships. We used a sample of Mexican border-city police officers, taking into account the occupational and national context: a setting where workers face life-threatening risks, and a culture that relies on courage and toughness as resources to cope with job demands. The results showed that officers who had been injured reported higher job-related violence risks and work stress. Further, the results showed a complex stress-performance relationship that was present only for officers who had suffered a job injury. Work stress had a positive direct association with job performance, as well as a negative association with job performance that was mediated by withdrawal intentions. We discuss implications for the role of critical job injuries on stress and behavior, and for the relationship between work stress and performance in dangerous occupations.

When Social Comparisons Lead to Turnover Intentions: The Impact of Relative Leader-member Exchange and Network Influence through Uncivil Behavior

Bingqing Wu, *University of Illinois at Chicago*

Don Klumper, *University of Illinois at Chicago*

Shannon G. Taylor, *University of Central Florida*

Matt Bowler, *Oklahoma State University*

We explore the role of relative leader-member exchange (RLMX) and social influence on workplace incivility and consequent turnover intentions. Based on relative deprivation theory, we challenge the popular assumption that positive social capital (social influence) and high RLMX are always beneficial in the workplace. By placing RLMX and social influence in a 2x2 matrix, we theorize four types of employees (lieutenant, brown-noser, competitor to the throne, and outsider) with differing impact on turnover intentions through uncivil behavior. Consistent with our hypotheses, network data collected from 172 restaurant employees across six store locations reveals that the indirect effect of RLMX through incivility to turnover intentions is conditional, such that influence moderates the first stage of the indirect effect.

A Dose-Response Theory Of Social Support

Adam Pervez, *The University of Alabama*

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

Social support is a well-studied construct that has found support in the literatures of numerous disciplines. In this paper we further the theory of social support by framing it within medicine's dose-response theory. Dose-response curves model the relationship between the dosage of a medicine and the response in an organism. The graph of a dose-response curve shows the amount of a medication (the dose) along the x-axis against the response on the y-axis. Framing social support as a medication allows us to ensure that we are prescribing the right medication, providing the right dose, administered via the right

route, given to the right patient, and given at the right time. These "Five Rights," memorized by every nurse, ensure that treatment is carried out systematically and with as little error as possible. However, in management we have very little advice to give to practitioners for how to provide social support. This paper helps develop this new dose-response theory of social support, extending the Triple Match Principle (DeJonge & Dormann, 2006) with testable propositions that can further our understanding of social support.

Effects of Quantitative Work Overload, Emotional Exhaustion, and Safety Climate on Accidents

Jordan E. Kirkland, University of Houston

Candice L. Thomas, University of Houston

Lars Johnson, University of Houston

Zachary Roberts, University of Houston

Nisha Quraishi, University of Houston

Christiane Spitzmueller, University of Houston

Research has established many factors that contribute to workplace safety. In the present study, we examine three variables (emotional exhaustion, safety climate, and quantitative work overload) that are critical to workplace safety because they influence how employees perceive and react to their environments. We build on safety research exploring the importance of emotional exhaustion and safety climate, and we draw from the job demands-resources model to examine the additional effect of quantitative work overload (i.e., employees' perceptions of having too much work to do without adequate time or resources to complete it). Utilizing a multilevel moderation model, we argue that quantitative work overload plays a critical role in influencing the effect that other safety-relevant variables (namely, emotional exhaustion and safety climate) have in contributing to the number of workplace accidents. Consistent with our predictions, emotional exhaustion was associated with an increased number of accidents, and high levels of quantitative work overload worsened this relationship. Further, safety climate was associated with fewer accidents, but unexpectedly, accidents were lowest at high levels of safety climate and high levels of quantitative work overload. Overall, researchers must consider both the direct effects of safety climate and emotional exhaustion on accidents, as well as the additional influence of quantitative work overload, in order to understand why accidents occur in the workplace and how organizations can minimize and prevent them.

083. Exhibits

Friday, 8:30 to 11:45 am

Marriott City Center: Event Hub

Coordinator:

Joy H. Karriker, East Carolina University

084. Speed Dating: Family Business

Friday, 9:30 to 10:15 am

Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Family Business, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincky.madison@msstate.edu) for more information.

Coordinators:

Joshua J. Daspit, Mississippi State University

Kincy Madison, Mississippi State University

085. Viewing Organizational Phenomena through a Historical Lens

Track 3: Organization Theory/International Management/Management History

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: 1st Ward

Facilitator:

Patricia Lanier, University of Louisiana, Lafayette

Participants:

Causal Attribution in Management: The History

John Michael Mankelwicz, Troy University

Since mid twentieth century there has been a virtual explosion of developments in the area of causal explanation and causality. Management practice has aspects of an art, or both art and crudest applied science, but has not benefited from these developments since the disciplines contributing to management thought have been slow to utilize them. There is a tendency to implicitly subsume causal considerations into the quantitative and other methods employed, often improperly. Managers as well as researchers should be explicitly concerned with their causal thinking. There are ethical, cognitive, as well as practical reasons. Causal ideas and methods are inherently relevant to management. This paper reviews the history of causal conceptions, with special regard to their spread to management and commerce. The concepts originated in the ancient law courts and religious practices to establish credit or blame. The emphasis was on personal causation, and modern conceptions still retain much of this personal and law like focus. As conceptions have evolved considerably over time, those who provided the basic ideas were guided by the proclivities of their culture and era: the philosophy of truth, the conception of time, and the view of human relationships. Discussion then considers the use of causal concepts and methods in recent management literature and practice, treating issues in order of their appearance and/or prominence.

Content Analysis Mapping of 20 Years of History of Workplace Deviance

Mortaza Zare, New Mexico State University

Organizational deviance, which has been a popular research topic in the past two decades, is a contested concept and many research studies are being done to unpack it. However, no attempt has been made to review and synthesize this literature. The goal of this paper is not only to review the literature of the past two decades to provide a clearer picture of deviance in the field of organizational behavior, but to introduce a new technique to review literature. This paper offers a content analysis of deviance literature using Leximancer software, which could be a complementary technique for the review paper. The paper would provide guidance for future researchers in the examination of what studies about deviance have been done, and what needs to be done in the future.

From Niche Practices to Protoinstitutions: The Evolution of Emergent Practices in Mature Organisational Fields

Sarah Stephen, University of Lausanne

Neoinstitutional theory has relatively neglected the process of new practices evolving into "protoinstitutions." As these are important elements in understanding institutional change, the paper utilises institutional theory and adopts a historical perspective to generate propositions by examining the genesis of a practice (socially responsible investment funds), with emergent and contrary logics, in an increasingly maturing organisational field (financial services), with dominant logics. Apart from identifying the inus conditions that determine the success or failure of new practices, it is also illustrated that the process did not follow the existing generalisations on institutional change due to certain crucial factors, such as the changing maturity of the organisational field, the nature of (and pressures exerted by) the incumbent institutions and logics, the nature of the new practice, and the presence (or absence) of certain events. Additionally, in mature organisational fields, the demolition of existing dominant logics and incumbent institutions so as to make room for the new logics and institutions is not easily achievable especially when a new practice differs from the incumbents on the basis of its driving logics. The unlikely institutional entrepreneurs use legitimisation strategies and a new practice is generally successful if its logics are congruent with the dominant logic. If not, the practice may undergo a period of dormancy. This can be circumvented by capitalising on exogenous events that favour the new practice.

Teaching the Evergreen Value of Organizational Classics

Foster Roberts, Southeast Missouri State University

Tobi Popoola, University of Mississippi

David Marshall, University of Mississippi

Alexander Williams, Texas A&M University - Commerce

Jennifer Palar, Augustana College

Logan Jones, Missouri Western State University

Relying on Stinchcombe's 1982 framework describing the functions of classical readings to informing contemporary research and theory building, we suggest that the ideas of early organization and management thinkers can inform how we learn and conduct organizational and management theory (OMT) research. Within this framework, we analyze the philosophies of Chester Barnard, Mary Parker Follett, Henri Fayol, and Alfred D Chandler Jr., and expound on how they serve as both instrumental and symbolic sources for learning in OMT.

086. The Dark Side of Performance: How Dark Triads, Layoffs, and Supervisor-Induced Stress Impact Performance

Track 4: Human Resources/Research Methods

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: 2nd Ward

Facilitator:

Timothy Paul Munyon, The University of Tennessee

Participants:

An Exploratory Study of the Influence of Contemporary Performance Management Research on Current Organizational Practice

C. Allen Gorman, East Tennessee State University

John P. Meriac, University of Missouri - St. Louis

Joshua L. Ray, Tusculum College

Joel Arne Ryman, East Tennessee State University

Jason Gamble, East Tennessee State University

Performance management (PM) research has traditionally been criticized because of its supposed lack of impact on PM practice. A survey of PM practices in 101 U. S. organizations was conducted to determine the current state of PM and to evaluate the gaps between PM science and practice. Results revealed that gaps do exist between PM research and practice, but there were several instances of clear impact of contemporary PM research on the practice of PM. Moreover, exploratory analyses indicated that practical PM considerations (e.g., PM purpose, employee participation, ongoing informal feedback) were more important to human resource executives' perceptions of PM fairness and effectiveness than technical considerations traditionally found in the academic PM literature. Implications for the science and practice of PM are discussed.

Layoff Survivors' Reactions: A Longitudinal Examination of Communication Networks and Performance

Alex M. Susskind, Cornell University

Ozias A. Moore, Lehigh University

Downsizing is a common organization change strategy for improving individual and organizational outcomes. However, much of the existing literature has focused on macro-level outcomes related to organizational change. This study presents a longitudinal examination of the relationship between downsizing survivors' network relationships and post-downsizing performance in an international hospitality company undergoing a downsizing. In particular, we use social capital theory to examine measures of layoff survivors' (N = 97) communication relationships (betweenness centrality, information adequacy, and openness to change) 60 days prior to the scheduled downsizing (T1), and then measured 60 days (T2) and 120 days (T3) following the downsizing event on post-downsizing performance at (T4). Results of a general linear model provided broad support for the model. Although the results generally indicated that downsizing had a significant impact on survivors' communication networks, the impact and pattern of results varied over time. As hypothesized, we found significant relationships between survivors' network relationships at T1 and T3 on post-downsizing performance at T4. Contrary to our expectations, these survivor communication networks at T2 were not significantly related to post-downing performance at T4. These findings are discussed in light of recent research on social capital

theory and their implications for research on survivors' reactions to organizational change.

The Source and Solution: How Supervisor-Induced Stress and LMX Impact Employee Neglect and Subsequent Performance

Benjamin D. McLarty, Mississippi State University

Matthew J Quade, Baylor University

Robert Allen King, West Texas A&M University

In this manuscript, we utilize conservation of resources (COR) theory to argue that hindrance stress experienced by employees as a result of their interaction with their supervisors impacts the degree of neglect that they exhibit in the workplace. This neglect impacts job performance outcomes such as task performance and organizational citizenship behavior. Additionally, we argue that leader member exchange (LMX) has an influence on the stress to neglect relationship such that enhanced LMX reduces the impact of stress on neglect. In our first study we utilize a multi-source data collection method to establish the mediation effect. In our second study we use a time-lagged, multi-survey, multi-source data collection approach to more fully establish that these relationships have both a theoretical and practical impact on how we can understand the influence of supervisor-induced hindrance stress in the workplace.

Identity or Reputation? Differing Perspectives of the Dark Triad and Their Impact on Job Performance

Benjamin D. McLarty, Mississippi State University

Don Klumper, University of Illinois at Chicago

Daniel S. Whitman, Louisiana State University

In this study, the influence of darker forms of personality (e.g., Machiavellianism, narcissism and psychopathy) on job performance (e.g., task performance, organizational citizenship behaviors, counterproductive workplace behaviors) is examined. Using socioanalytic theory, identity and reputation are conceptualized as divergent perspectives through which to view dark personality traits and their subsequent impact on job performance. Our results demonstrate the value of combining these perspectives to better understand the influence of dark traits on performance outcomes. The complimentary nature of these theoretical and measurement perspectives contribute to personality and organizational theory, as well as to HR practice.

087. Eye on the Prize - Healthcare Outcomes

Track 2: Health Care/Hospitality Management/Public Administration

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: 3rd Ward

Facilitator:

Karen Ford-Eickhoff, University of North Carolina Charlotte

Participants:

To Use or Not to Use: The Acceptance of Mobile Technology Among Nurses

Crystal Day-Black, Coppin State University/University of Alabama

Dorian Boncoeur, Helmut Schmidt University

C. Justice Tillman, Baruch College, CUNY

Technology is nowadays an intrinsic part of the healthcare industry. Recently, rapidly emerging mobile information technologies present both an opportunity and a challenge within this field, and especially for nurses whose duties range from communicating with other practitioners (physicians, therapists, the patient, and other team members) to develop a plan of care. This conceptual article explores the intricate cognitive processes at play that can help understand and predict nurses' acceptance and usage of mobile technology at the workplace. We extend the Technology Acceptance Model by looking at antecedents to behavior and propose a partially mediated model, as well as external and organizational constraints which moderates the outcomes.

Organizational and Environmental Factors Associated With the Rate of Adoption of Patient Engagement Capabilities

Oghale Asagbra, University of Alabama at Birmingham

Due in part to the meaningful use requirement enacted in 2009, hospitals have begun adopting health information technology (HIT) with patient engagement capabilities. However, little is known about the progress hospitals have made in the adoption of these capabilities. This study documented the adoption rate of patient engagement capabilities from 2008 to 2014 among acute care hospitals and

examined the impact of hospital and environmental characteristics on the adoption rate by applying the resource dependency theory. 4,431 hospital- year observations were available for analyses, and a hospital's fixed effects regression with two-way interaction was used to examine the adoption rate of patient engagement capabilities given their respective organizational and environmental characteristics. Overall, this study revealed that there is a positive trend in the adoption of HIT capabilities for patient engagement (e.g., provide patients with an electronic copy of their discharge instructions and record, provide patient-specific education resources, and view and download their health/medical record) ($\beta = 1.166$, $p < 0.001$). Specifically, measures of environmental munificence and dynamism were also associated with higher rates of adoption of patient engagement capabilities. Environmental complexity however did not show a significant association with the adoption rate of patient engagement capabilities. This study also showed that large ($\beta = 1.295$, $p < 0.001$), system-affiliated ($\beta = 1.243$, $p < 0.001$), not-for-profit ($\beta = 1.184$, $p < 0.001$), teaching ($\beta = 1.349$, $p < 0.001$) hospitals have a higher rate of adoption of patient engagement capabilities.

Lean Healthcare: An Integrated Hospital Supply Chain View

Subhajit Chakraborty, *Coastal Carolina University*

Jorge Gonzalez, *UT Rio Grande Valley*

We apply a lean supply chain framework to the healthcare industry in the U.S., drawing support from lean systems theory. We conceptualize a view of the U.S. healthcare that places the hospital and its admitted patients at the center and describes how all entities inside and outside the hospital work can implement lean system tenets to improve patient's quality care. This application depicts how a holistic consideration of hospital resources available in both the internal and external supply chain would increase the optimal use of such resources and would ultimately serve patients. We offer propositions suggesting an integrated supply chain perspective would be helpful for delivering high quality of care to patients admitted to the hospital. This integrated supply chain perspective suggests that hospitals need to streamline the three types of flows—physical product, information and financial—with elements in the internal supply chain and maintain collaborative relations with entities in their external supply chain. We discuss the theoretical and practical implications of our research.

The Impact of Transformational and Transactional Leadership on Healthcare Outcomes: A Meta-Analytic Review

Kevin Lowe, *University of Auckland*

Shiva Nami, *University of Auckland*

Lester Levy, *University of Auckland*

Healthcare is the world's largest industry at more than 10% of GDP in most developed countries and over 15% of GDP in the United States. Given this industry's importance to global welfare the literature examining the effects of healthcare leadership on valued organizational outcomes is surprisingly under-researched and lacking empirical consolidation. In this study we meta-analyzed the effects of transformational and transactional leadership, the most researched leadership paradigm in recent decades, on satisfaction, performance, commitment and burnout. Results indicate that transformational leadership has a greater effect than transactional leadership with the strongest effects on Commitment and the weakest on burnout.

088. CEO Hiring, Firing, and Retention

Track 7: Strategic Management

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: Charlotte A

Facilitator:

Joe J. Eassa, *Palm Beach Atlantic University*

Participants:

Retaining Target Executives through Negotiations: The Role of Acquirer Trust

Heather Parola, *University of Evansville*

Kimberly Ellis, *Florida Atlantic University*

This study explores the effects of acquirer trust in the target firm and post-deal target executive turnover in related acquisitions. Building on the social embeddedness perspective and organizational justice literature, we find that acquirer trust during the negotiation process promotes greater retention of target executives, but this relationship is mediated by organizational justice. As acquiring firms leverage their trust, the negotiation process become less competitive and more

cooperative, promoting justice and eventual retention. Moreover, we find that this relationship is strengthened in deals where geographic complementarity is important.

The Effect of Corporate Social Performance on Acquisition Performance

Sammy Muriithi, *University of Central Oklahoma*

Bruce Walters, *Louisiana Tech University*

Son Le, *Louisiana Tech University*

Andrea Drake, *Louisiana Tech University*

This study investigates the impact of corporate social responsibility (CSR) on postacquisition performance. Using stakeholder theory and signaling theory, we explore entrepreneurial firms, family firms, and top managers' ownership as potential moderators of this relationship. Further, we explore top management team retention and quality of target as mediators of the relationship between CSR and postacquisition performance. We find that corporate social performance is generally associated with higher postacquisition performance. The results provide support for the moderating effect of entrepreneurial firm status on the relationship between the acquirer's corporate social performance and the quality of target. The results also provide support for the mediating effect of the quality of target on the relationship between CSR and organizational performance.

You're Fired: Gender Disparities in CEO Dismissal

Vishal K. Gupta, *University of Mississippi*

Sandra Mortal, *University of Memphis*

Sabatino Dino Silveri, *University of Memphis*

Minxing Sun, *University of Memphis*

The topic of CEO dismissal draws considerable attention, presumably because of the visibility, publicity, and intrigue that often surrounds the decision to force out an incumbent CEO. To advance scholarly understanding of CEO dismissal, we examine whether CEO gender influences the likelihood of dismissal from the chief executive position. Specifically, we theorize that dismissal is more likely among female CEOs compared to male CEOs, and that female CEO dismissal is less sensitive to performance than it is for male CEO dismissal. We confirm our predictions using a broad sample comprising large, publicly-traded firms over the 1993-2009 period. Implications and directions for future research are discussed.

089. Life's Not Fair! Examinations of (In)Justice in the Workplace

Track 6: Organizational Behavior

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: Charlotte B

Facilitator:

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

Participants:

Exchange Without Return: Helping Behaviors Over Time in Negative Reciprocity Relationships

Matthew Leon, *University of Central Oklahoma*

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

There is broad awareness that the health of coworker relationships is often built on reciprocity and assessments of member exchanges, where relationships are pursued or terminated based on benefits received. Social exchange theory proposes that, when an exchange relationship is no longer favorable (i.e., a negative reciprocity relationship), an individual should terminate it to prevent resource losses. While this is economically rational, it often is impossible or impractical to terminate a relationship in a work context. The objective of this manuscript is to address this apparent mismatch between theories of helping behavior and typical workplace dynamics. First, we argue that one of the key assumptions of social exchange theory, that the relationships are voluntary, may not always hold in a work setting. Second, we argue that fluctuations in investment behavior, specifically helping, change in a non-linear fashion over time. Finally, we examine the impact of reciprocity and perceptions of team member efficacy on helping behaviors in a sustained, negative reciprocity relationship. Using an experimental protocol, we found that helping behaviors change discontinuously over time, individuals will help a partner complete an interdependent task regardless of reciprocation, and that helping is driven by a combination of factors including partner performance and general perceptions of a partner's helpfulness.

Serial Mediation Model in the Relationship between Customer Interpersonal Injustice and Employee Turnover Intention

Young Ho Song, McGill University

Organizational justice scholars have consistently argued that different types (i.e., distributive, procedural, informational, interpersonal) of injustice perception may influence employees' turnover intention in different ways. However, the research on the organizational justice—turnover intention relationship has been mainly focused on how endogenously generated, different types of injustice perception affect employees' turnover intention, while the employees perform their workplace duties within their affiliated organization. Relatively little attention has been given to how exogenously-created injustice perception from a particular source (i.e., customer interpersonal injustice) may affect employee turnover intention. Results from two field studies of telemarketing representatives (N=228) and insurance salespeople (N=147) consistently demonstrate that there is a positive association between customer interpersonal injustice and employee turnover intention. Moreover, both studies found that the relationship between customer interpersonal injustice and employee turnover intention is sequentially mediated by emotional exhaustion and job dissatisfaction. The author discusses the implications, limitations, and further development of these findings.

Self-defensive Attributions: The Roles of Workplace Status and Perceived Supervisor Motives in Responses to Interpersonal Injustice

Adam C. Stoverink, Northern Illinois University

Joel Koopman, University of Cincinnati

Emilija Djurdjevic, University of Rhode Island

Although knowledge pertaining to interpersonal justice is rich and expansive, we know much less about interpersonal injustice. This asymmetry in the organizational justice literature largely stems from the widely accepted practice of measuring injustice with scales designed to capture justice. On the heels of recent work establishing justice and injustice as distinct constructs (Colquitt, Long, Rodell, & Halvorsen-Ganepola, 2015), the present study examines interpersonal injustice, a theoretically influential, yet empirically understudied construct. Using a sample of cadets from a senior military college, we find evidence that interpersonal injustice triggers employees to attribute the mistreatment to the supervisor's injury-laden motives while simultaneously reducing perceptions that the behaviors are intended to improve the employee's performance. These perceived motives then translate to reduced levels of supervisor trust and job performance. We further find that low-status employees are more likely than their high-status counterparts to attribute unjust interpersonal treatment to a desire to inflict harm. The interactive effect of injustice and status on performance promotion motives was not supported. Implications and opportunities for future research are discussed.

Employee Job Performance: The Combined Effects of Perceived Justice, Politics, and Support on Job Performance

Diane Bergeron, Case Western Reserve University

Phillip Thompson, Case Western Reserve University

Hak-Yoon Kim, Case Western Reserve University

A large body of research has examined relationships among organizational justice and perceived organizational support; organizational justice and perceptions of organizational politics; and perceived organizational support and perceptions of organizational politics. These studies often investigate the individual or dual influence of such variables on work outcomes. However, no empirical research has examined how the combination of these three variables (perceptions of organizational justice, support and politics) jointly influences work outcomes. Thus, the purpose of this research is to investigate how these variables, which Cropanzano, Kacmar, & Bozeman (1995) describe as the "social setting of work organizations," work together to influence two dimensions of job performance: in-role behavior and organizational citizenship behavior. We predicted that the relationship between organizational justice and job performance would be mediated by perceived organizational support and that the perceived organizational support-job performance link of the mediation model would be moderated by perceptions of organizational politics. We examine our hypothesized moderated-mediation model in two samples (N = 257; N = 275) consisting of employee-supervisor dyads. Our hypotheses were generally supported in both samples. We discuss the theoretical and practical implications of our results and suggest directions for future research.

090. From Social Entrepreneurship to IPOs: The Diversity in the Discipline of Entrepreneurship

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: Charlotte C

Facilitator:

Paul Sanchez-Ruiz, Oklahoma State University

Participants:

Best Paper In Track

Sponsored by JBE

Finance or Philanthropy? Impact Investing in the Social Entrepreneurship Sector

Philip T. Roudy, University of Tennessee at Chattanooga

Ye Dai, Southern Illinois University Carbondale

Hunter Holzhauer, University of Tennessee at Chattanooga

The growing prevalence of social entrepreneurship has been coupled with an increasing number of so-called "impact investors." However, much remains to be learned about this nascent class of investors. In this partially inductive study based on semi-structured interviews and ethnographic observation, we explore this new phenomenon by focusing on how impact investors' differ from other classes of investors in their motivations and the unique criteria they use to evaluate ventures seeking investment. Our empirical findings have theoretical implications for several literatures including research on social entrepreneurship and institutional logics. We also generate concrete insights valuable for practicing impact investors and social entrepreneurs.

Social, For-Profit, and Non-Profit Opportunities: Towards A Theory of Social Opportunity Recognition

Jason Lortie, University of Mississippi

Kevin Cox, Florida Atlantic University

Social entrepreneurship is a popular topic; yet, scholars are still investigating the mystery of social opportunity recognition. Through the synthesis of both Institutional Theory and the Knowledge Corridor Thesis, we offer an explanation for why individuals recognize social opportunities. Macro explanations are incorporated into our arguments, resulting in a more comprehensive model compared to those that rely only on micro arguments. We develop the idea of institutional channeling, the process of individuals being channeled into knowledge corridors based on their socializations into specific institutions. Institutional channeling into heterogeneous knowledge corridor collections is theorized as the antecedent of social opportunity recognition.

Temporal Sequencing of Certification Signals and IPO Underpricing

Theodore Khoury, Portland State University

Curt B. Moore, West Virginia University

Prem G Mathew, Oregon State University

Yasuhiro Yamakawa, Babson College

Leveraging a novel dataset of IPOs in Japan between 2006 and 2010, we evaluate temporal sequencing of certification signals associated with levels of ownership by venture owners and certification by venture capital and underwriting intermediaries. Our findings support our theoretical contention that the temporal sequencing of founder ownership levels, venture capital reputation, and underwriter reputation signals significantly influence IPO underpricing. Furthermore, we propose conditions under which signals associated with VCFs and underwriters are substitutable or complementary. Our findings ultimately suggest signal complementarity between high reputation VCFs and underwriters when the intermediaries are affiliated. However, high reputation VCF signals substitute for underwriter signals when they are not affiliated.

A Contingency Approach for Open Innovation: A Business Ecosystem Perspective

Seyed Hooman Seyed Abootorabi, Old Dominion University

Open innovation has become one of the most frequently discussed topics in the business press. Unfortunately, very few firms know how to implement the open innovation strategy because it is too different from traditional approaches, and there is limited theory and research on this promising new trend. Open innovation strategies should be built based on the business ecosystem in order to be successful. This

study suggests several propositions discussing when and how the open innovation approach can work for a business operating within a wide variety of business models operating inside different business ecosystems. In this paper, I address what the best open innovation strategy is based on the different roles that firms adopt based on their business ecosystems. Nearly all the open innovation researches focus on capability building by analyzing changes as exogenous shocks and emphasizing only on core competencies, but this study has a novel perspective by relating open innovation to the value network of the firms in their business ecosystem.

091. Meet the Editor: Manuscript Development Incubator for Management Education Works-in-Progress

Track 8: Innovative Teaching/Management Education

Symposium

Friday, 10:15 to 11:45 am

Marriott City Center: Charlotte D

Presenter:

Jeanie M. Forray, Western New England University

The Scholarship of Teaching and Learning (SOTL) has gained increased prominence within the academy as external stakeholders demand evidence of student learning and accreditors require institutions to show evidence of impact. This session is both a 'Meet the Editor' opportunity as well as a developmental incubator for works-in-progress within the management education and innovative teaching domain. The editor of the *Journal of Management Education* (JME), will share insights on authoring for management education publications and provide participants with developmental feedback on poster presentations of works-in-progress. Participation in the poster presentation feedback process is by advance invitation only.

092. Analyzing Dyadic Data: The Social Relations Model in the Organizational Sciences **Co-sponsored by the Research Methods Division of the Academy of Management**

PDI - Methods

Friday, 10:15 to 11:45 am

Marriott City Center: Charlotte E

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

Panelists:

David J. Woehr, University of North Carolina Charlotte

Andrew Loignon, NEOMA Business School

093. Managing Diverse Learning Environments

Sponsored by PMI

Track 8: Innovative Teaching/Management Education

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: Charlotte F

Facilitator:

Amy McMillan, East Carolina University

Participants:

Investigating Antecedents of Task Commitment and Task Attraction in a Service Learning Classroom Environment

Bryan Schaffer, Florida Gulf Coast University

Jennifer G. Manegold, Florida Gulf Coast University

Management educators have long recognized the importance of team-based learning that incorporates applied and interactive educational experiences. Including service-learning as a component of this

education helps to emphasize for student teams the applicability of key course concepts to community engagement and sustained social impact. This study investigates the antecedents of team cohesiveness in a service-learning classroom environment. Focusing on task commitment and task attraction as key dependent variables representing cohesiveness, and task interdependence as the primary independent variable, we position three important task action phase processes as mediators in the analyses. These processes include 1) coordination activities, 2) monitoring progress toward goals, and 3) team monitoring and backup responses. Overall, results provide strong support for the hypothesized relationships. Task interdependence in student teams significantly influences task cohesiveness through these action phase processes. We discuss these findings in terms of their implications for faculty who are interested in how to best structure student teams, particularly when the course project has a service-learning component, and we highlight potential directions for future research.

Posters to Facilitate Conversations: Real Conversation About Individual Learning Events

Nathan S. Hartman, Illinois State University

Thomas Conklin, Georgia State University

The focus of this manuscript is on sharing our experience with pairing poster presentations with individual reading assignments that actually culminate in peak learning experiences for students in MBA organizational behavior and leadership courses. Posters grant students an opportunity to convey their learning experiences in a way that is otherwise underserved in typical PowerPoint presentations. This activity supports wider learning for students and it is likely that instructors will find this technique particularly interesting.

Practical Theorizing: Bridging the Gap between Theory and Practice

Tom Mierzwa, University of Maryland University College

Students in professional masters programs are typically viewed as "evolving professionals" who leverage their learning experience in their workplace environment. Given the wealth of theoretical knowledge, a typical learning experience would be to gain a basic understanding of a few classic theories, but seldom see how those theories inform practice in an actual organizational context. The assignment described here attempts to bridge the theory-practice divide and build competencies to more fully interpret practical organizational problems through a theory lens.

R.E.A.L. (Reality-based Experiential Applied Learning) Business Communication

Gregory Berka, Queens University of Charlotte

Heather L Gordon, Duke Energy

Beth Zuech Schneider, Queens University of Charlotte

Paul Kinny, Queens University of Charlotte

R.E.A.L. (Reality-based Experiential Applied Learning) Business Communication is a semester-long educational initiative placing students in a simulated departmental-based organizational structure engaged in a host of communication activities. The entire class works together on a business proposal for a real client with a real business need. The multi-phased layout and approach of REAL provides students opportunities to improve written, verbal, and interpersonal communications in a simulated complex organizational environment.

094. Stigma and Discrimination: Workplace Experiences of Outgroup Members

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

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: Charlotte G

Facilitator:

Alison V. Hall, Agnes Scott College

Participants:

Beyond Banning the Box: A Conceptual Model of the Stigmatization of Ex-Convicts in the Workplace

Heather Anderson, University of Oklahoma

John Edward Baur, University of Nevada Las Vegas

Michael R. Buckley, University of Oklahoma

Ex-convicts, an ever-growing percentage of the labor force, frequently face additional hardships due to stigmatization despite having paid their debt. Previous research on this stigma has focused almost exclusively on its one-time deleterious implications during the selection process while neglecting the perpetual ramifications that permeate social interactions post-hiring. We seek to glean insight into this shortcoming by adopting a cross-disciplinary approach and drawing from theoretical foundations in social psychology to present a model of the process and outcomes of the stigmatization of ex-convicts in organizations. In doing so, we outline the relationships between stigmatization, stereotyping, and discrimination in the employee-manager relationship as well as explain how stigma influences this interpersonal relationship to lead to employee outcomes such as higher turnover, lower performance, and lower job satisfaction.

Employing Ex-Offenders: What We Know So Far and Where Do We Go From Here?

Ajay Ponnappalli, Florida International University

Hock-Peng Sin, Florida International University

Chen Wang, Florida International University

Many experts agree that seeking and maintaining steady employment is crucial for ex-offenders' successful reentry into society. While there has been an abundance of research on this topic from multiple disciplines like criminal justice, public policy, legal studies, sociology, rehabilitation, etc. not much attention has been paid by management scholars. Addressing this issue, in this paper we first explain why it is important for firms to consider hiring ex-offenders. Then, we provide a brief summary of current literature and finally, we propose a research agenda for management scholars.

International LGBT Workplace Experiences: A Multi-Faceted View on Perceived Discrimination

Jesus Cayetano Garcia Gacilo, University of London

Thomas H. Stone, Oklahoma State University

Brigitte Steinheider, University of Oklahoma-Tulsa

Tara L. Garrett, University of Oklahoma-Tulsa

Jim Jawahar, Illinois State University

Although race, sex and LGBT discrimination is declining in parts of the world, few studies examined perceptions of international LGBTs. This online, exploratory survey of 150 LGBT workers in 28 countries examined three questions: 1. Do employees feel discriminated against and which factors contribute to perceptions of discrimination?; 2. What factors are associated with disclosure vs. non-disclosure?; and 3. Do LGBT employees provide a specific work perspective and do they feel it is appreciated by their employers? Although 70% of our sample have disclosed their LGBT identity at work, only a minority (26%) perceive discrimination. Perceived company support and higher job level predicted lesser feelings of discrimination while higher age and having an LGBT specific perspective increased perceived discrimination. While 55% agreed being LGBT provides a different perspective, only 12% feel their organization appreciates this perspective. Only 25% feel their employer provides LGBT support; however, open ended responses in terms of desired support varied from LGBT specific policies and inclusive work environments to no support at all. Implications and research directions are discussed.

Why Lakisha and Jamal Didn't Get Interviews: Extending The Findings of Bertrand and Mullainathan

William G. Obenauer, Rensselaer Polytechnic Institute

For over a decade, discrimination scholars have built upon the results of a field experiment published by Bertrand and Mullainathan in 2004. This seminal piece of discrimination literature reported findings that indicated a presence of general discrimination against African-Americans in the job market. As it was also cited frequently in the popular press, this piece helped to shape the way people view employment discrimination in the United States. In the current study, we review and extend Bertrand and Mullainathan's findings. First, we review the empirical analysis and find evidence that frequently cited discrimination effects from this study may be somewhat inflated. We then go on to introduce two new variables to the study and demonstrate that the impact of an applicant having an Arabic name has a larger negative marginal effect than an African-American name does on the likelihood of an employer calling the applicant. These variables also help to substantiate concerns that the original study's data set does not allow for differentiation between the effect of an African-American name and the effect of an uncommon name. Our empirical results do illustrate, however, that the negative marginal effects of an Arabic name are independent of the effects of name frequency within the population. Collectively, we show that while White applicants appear to have an advantage in the job market, the relationship between race and job opportunities may be more complicated than Bertrand and Mullainathan originally reported.

095. Reversing the Lens of Leadership Research: A Closer Look at Those Who Follow

Track 6: Organizational Behavior

Paper Session

Friday, 10:15 to 11:45 am

Marriott City Center: Charlotte H

Facilitator:

Kevin Knotts, West Virginia University

Participants:

The Social Learning Effects of Goal Orientation: Leader Avoid Goal Orientation and Follower Unethical Behavior

Dennis Marquardt, Abilene Christian University

Wendy Jean Casper, University of Texas at Arlington

As the consequences of unethical behavior in organizations become more costly, identifying the underlying factors associated with such misconduct becomes more crucial. In this paper we propose that seemingly morally benign patterns of goal-oriented behavior by managers provide signals and cues that relate to follower displays of unethical behavior. Using a sample of 230 supervisor/subordinate dyads, our findings largely support our claims. The results indicate that leader goal orientation is significantly related to follower unethical behavior and that this relationship is partially mediated by follower ethical leadership perceptions. Moderated mediation tests indicated that the negative indirect effect of leader avoid goal orientation on follower unethical behavior through perceptions of ethical leadership was attenuated by higher levels of leader learning goal orientation. Taken together, these findings demonstrate that leaders who emphasize failure avoidance while downplaying the importance of taking on challenges for the sake of mastery will have followers who perceive them as less ethical and are more willing to engage in ethical misconduct. We discuss the implications of these findings on both theory and practice.

Turning Followers into Prosocial Citizens: An Integrated Model of Leader Humility and Follower Helping Behavior

Joel Benjamin Carnevale, Auburn University

Lei Huang, Auburn University

Ted A. Paterson, University of Nebraska-Lincoln

The current study proposes a cross-level moderated-mediation model based on social identity and social exchange theories to explain how and when humble leaders motivate followers to become "prosocial citizens". Drawing on social identity theory, we theorize that humble leaders motivate their followers to engage in helping behavior by fostering a sense of shared identity. Moreover, consistent with research emphasizing the inclusion of the larger social environment in exploring leader-identity relationships, we draw from social exchange theory to investigate the role of LMX differentiation in moderating this positive indirect effect. Three-wave survey data collected from

233 employees working at a large internet company provides support for the positive indirect effect of leader humility on follower helping via their identification with leader. However, our results further show that this positive indirect effect is significant only in the presence of high LMX differentiation, and becomes non-significant when in the presence of low LMX differentiation. Contributions to the leader humility, social identity, social exchange, and helping literature are discussed. Limitations and future directions are also offered.

Best Overall Conference Paper

Sponsored by Sage

Best Paper In Track

Sponsored by PMI

Leader Feedback-Seeking from Subordinates and Evaluation of Leader Effectiveness in Leader-Subordinate Relationships: Subordinate Expertise Does Matter!

Jae Uk Chun, Korea University

John J. Sosik, Pennsylvania State University

Dongseop Lee, Korea University

From a motivational perspective of feedback-seeking behavior, we examined a mediating role of leaders' negative feedback-seeking from subordinates in the relationship between the quality of leader-member exchange (LMX) and subordinates' evaluation of leader effectiveness and a moderating role of subordinate expertise in the mediated relationship. Using 151 unique matched sets of leader and subordinate reports, we found that the positive relationship between LMX and leader effectiveness was mediated by leaders' negative feedback-seeking. Additionally, the positive relationship between LMX and leader negative feedback-seeking was stronger when the perceived subordinate expertise was lower. Lastly, the indirect effect of LMX through leader negative feedback-seeking on leader effectiveness was stronger when the perceived subordinate expertise was lower. These findings were obtained after controlling for leaders' learning and performance goal orientation as dispositional propensity to seek or avoid feedback. Theoretical and practical implications are discussed.

096. Speed Dating: Cognition and Psychology

Friday, 10:30 to 11:15 am

Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Cognition and Psychology, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincy.madison@msstate.edu) for more information.

Coordinators:

Laura D'Oria, University of Tennessee

Kincy Madison, Mississippi State University

097. SMA Incoming Board Meeting

Friday, 12:00 to 3:00 pm

Marriott City Center: Independence Square

By invitation only.

Coordinator:

K. Michele Kacmar, Texas State University

098. Speed Dating: Survey Research

Friday, 1:00 to 1:45 pm

Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Survey Research, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincy.madison@msstate.edu) for more information.

Coordinators:

Paul Sanchez-Ruiz, Oklahoma State University

Kincy Madison, Mississippi State University

099. Politics and Opportunism vs. Organizational Resilience and Survival

Track 3: Organization Theory/International Management/Management History

Paper Session

Friday, 1:15 to 2:45 pm

Marriott City Center: 1st Ward

Facilitator:

Richard Devine, Florida State University

Participants:

A Transactional Cost Perspective of Organizational Resilience

Cyrus Parks, University of Houston

Management scholars have typically focused on firm resources and emergent competencies to explain and provide normative support for organizational resilience, but critical relationships with markets, suppliers, customers, alliances and even competitors suggest that recovery after a shock also lies at the boundaries of the firm, not just internally. Transactional cost economics provide a contrasting theoretical lens for explaining and evaluating resilience in terms of strategic management decisions and connectedness with externalities through risk-based contracts. Firm resilience is proposed to be, at its origins, a function of strategic planning, with transaction costs determining the optimal balance of markets (i.e., through contracts) or hierarchies (i.e., through internal slack) for rebound and recovery.

Antecedents of Foreign Corporate Political Activities in United States Politics

Lee Warren Brown, Texas Woman's University

Mahmut Yaşar, The University of Texas at Arlington

Abdul A. Rasheed, University of Texas at Arlington

Firms engage in the political process through various forms of Corporate Political Activity (CPA) in the U.S. While almost all of the management research has focused on domestic firms engaged in CPA behaviors, foreign firms are also actively involved in lobbying in the

U.S. We examine the antecedents of foreign CPA in the United States at the firm, industry and country levels using penalized maximum likelihood and Poisson estimators. Findings indicate that in many ways, foreign firms mimic their domestic counterparts, but there are some important differences as well. Using a sample of 1912 publicly listed foreign firms from 60 different countries during the period 1998-2014, we identify several antecedents of foreign-firm CPA at the firm, industry, and national levels.

Opportunism? It is All Relative! Antecedents and Consequences of Subjective Opportunism Judgments

Andac Arikan, Florida Atlantic University

I argue that in the absence of a formal contract anchoring the definition of what constitutes opportunistic behaviors during an interfirm exchange relationship (e.g. when the exchange is governed through relational devices), ex-post opportunism (i.e. opportunism after the initiation of the exchange relationship) is a subjective, interpretive concept. This means exchange partners may have different conceptions of what constitutes opportunistic behavior therefore they may make discrepant opportunism judgments on a given exchange-related behavior. I then develop hypotheses on the antecedents and consequences of opportunism judgments and test those hypotheses through an experiment in a sample of 304 MBA students. 8 of the 10 hypotheses are supported suggesting that opportunism judgments are indeed subjective and they are shaped by relational, attributional, behavioral, and personality characteristics. In particular, I find that *ceteris paribus*, opportunism by omission is judged to be less opportunistic than opportunism by commission; the presence of a causal account as well as the type of causal account provided significantly influences opportunism judgments with external accounts leading to the lowest opportunism judgments; perceptions of a strong relationship between partners lead to lower opportunism judgments; and people who are high on agreeableness and conscientiousness tend to make higher opportunism judgments. Furthermore, opportunism judgments influence important relationship outcomes such as intentions for repeat exchange and intentions about the use of relational governance modes in the future, pointing to the practical significance of variance in opportunism judgments.

Best Doctoral Student Paper In Track

The Fire under the Gridiron: Resource Dependence and NCAA Conference Realignment

Erik Taylor, Louisiana State University

Benjamin D. McLarty, Mississippi State University

Dale A Henderson, Radford University

Resource dependence theory posits that interorganizational cooperation is a key means of reducing uncertainty and ensuring survival, but little research so far has investigated how coalitions of organizations function to reduce uncertainty and ensure survival, both for the coalition and the member institutions. In this research, we explore how relative bargaining power, legitimacy, and performance impact the structure and subsequent performance of coalitions. To this end, we analyze fifteen years of coalition realignment and the performance of collegiate athletic conferences. Using a comparative case study approach, we find that relative bargaining power is the main driver of realignment activity. This construct is influenced by both legitimacy and prior performance. Our analysis suggests that coalitions and organizations alike seek memberships that ensure long-run survival, even at the expense of short-run performance. This results in a "rich get richer" paradigm where the most powerful coalitions can ensure the greatest performance and exert the highest amount of autonomy with the least amount of restraints on member organizations.

100. The Impact of Technology and Social Media on Diversity Initiatives

Track 4: Human Resources/Research Methods

Paper Session

Friday, 1:15 to 2:45 pm

Marriott City Center: 2nd Ward

Facilitator:

Julita Haber, Fordham University

Participants:

In God We Trust: An Examination of Anticipated Work-Religion Conflict and Job Seekers' Decisions

Christopher Langford, University of Mary Hardin-Baylor

Despite the considerable literature examining the impact of various factors on the success of organizational recruitment efforts, little research exists that focuses on how religion influences the job search process. This is problematic given the majority of Americans claims to be religious. This manuscript attempts to fill this gap in the literature by explicitly examining the explicit recruiting and organizational variables that are likely to influence religious job seekers' job pursuit behaviors and job choice decisions. The variable anticipated work-religion conflict is conceptualized in this paper as serving as an important partial-mediator in this process. A total of seventeen propositions are developed in support of an integrated model. Implications are discussed, along with considerations for future research.

Best Paper In Track

Social Media Recruitment: LinkedIn and (Counter)Productive Diversity Messages

Robyn Brouer, Canisius College

Rebecca Lee Badawy, Youngstown State University

Michael Stefanone, University at Buffalo, SUNY

Michael J Egnoto, University of Maryland

Organizations use their websites to signal they value diversity as part of their recruitment strategies. However, little is known about the consequences of conflicting information about diversity on perceived organizational attraction. We report on two experiments in which participants were exposed to a fictitious corporate website emphasizing diversity and then shown LinkedIn profiles of employees from that organization which varied in terms of their diversity. Results from Experiment 1 (N = 109) demonstrated that when corporate diversity signals conflict with signals available via LinkedIn, participants viewed the organization as less agreeable and less attractive. Experiment 2 (N = 153) demonstrated that participants were sensitive to diversity across the formal hierarchy, and that conflicting diversity signals deterred participants from initiating employment applications. These effects were strongest for minority participants. Given the importance of cultivating ethnically diverse organizations, these results demonstrate that current diversity recruitment efforts may be counterproductive in terms of minority applicant recruitment given warrants available via social media.

The Digital Divide: Sex, Racial/Ethnic, and Cross-National Differences in Internet Use

Dianna L. Stone, University at Albany and Virginia Tech

Dianna Krueger, Tarleton State University

Stephen Takach, University of New Mexico-Valencia

The Internet has prompted numerous changes in our everyday lives, and altered the way that we purchase products, apply for jobs, manage financial transactions, and communicate with others. Research on the use of the Internet in organizations revealed that it has a number of important benefits including decreased transaction times, increased efficiency, and enhanced communication (Kavanagh, Thite, & Johnson, 2015). Despite these advantages, it also has some unintended consequences that affect individuals, organizations, and society as a whole. For instance, the use of the Internet has prompted concerns about the digital divide and adverse impact against racial/ethnic minorities. These social issues may have a negative impact on individuals and organizations including decreased access to job opportunities, low increased unemployment rates, loss of talented employees, and social inequality. Thus, this paper considers theory and research on the digital divide, and offers directions for future research and practice on the topic.

Assessing Organizational Demographic Representativeness: A Workforce Analytics Measure

William Latimer Tullar, University of North Carolina Greensboro
E. Holly Buttner, University of North Carolina Greensboro

Workforce analytics is an evolving measurement approach in human resource planning and strategic implementation. Workforce analytics can help organizations measure and manage one of their most important resources: their human capital. Resource dependence theory (Pfeffer & Salancik, 1978) proposes that organizations seek to control resources critical to their survival. Many organizations seek a demographically representative workforce to better understand their diverse customer segments. Monitoring the representativeness of an organization's work force, as captured in EEO-1 forms in the United States, is an important component of human resource management strategy. While there are diversity metrics for groups and teams, there currently is no published metric that evaluates the representativeness of an organization's work force relative to its relevant labor market. We propose a one-number metric, called the D-Metric. This metric is a summary statistic useful in assessing the degree to which the organization's work force is representative of the racioethnic demographics of its labor market. We show hypothetical and real examples and discuss possible applications of the D-Metric in human resource management strategic planning.

101. Venturing is an (Ad)Venture

Track 2: Health Care/Hospitality Management/Public Administration
Paper Session

Friday, 1:15 to 2:45 pm

Marriott City Center: 3rd Ward

Facilitator:

Subhajit Chakraborty, Coastal Carolina University

Participants:

Acquisition of Biopharmaceutical Firms after an IPO: Collaboration, Competition or Co-opetition

David R. Williams, Appalachian State University

Carlton C. Young, Mississippi State University

Betty S. Coffey, Appalachian State University

In the current study we examine the acquisition of biopharmaceutical firms that recently had an initial public offering (IPO) and explore the nature of the relationships between the acquiring firm and the acquired IPO firm prior to the acquisition. The paper contributes to the often understudied area of resources in IPO acquisitions and relies on the resource-based view (RBV) theoretical lens. We argue that firm-specific resources and regional resources influence the collaboration and increase the likelihood of a biopharmaceutical firm being acquired by other firms. We find to some extent that firm-specific resources and regional resources affect the number of collaborators and the prospect that the firm will be acquired. Furthermore, our findings show that acquired firms with more firm-specific and regional resources are likely to be acquired by firms that had engaged in co-opetition rather than by firms engaged solely in collaboration, competition, or (to a limited extent) with no prior relationship with the firm being acquired. Implications for biopharmaceutical firms and directions for future research are discussed.

Jurisdictional Battles in Higher Education: How Powerful Professions Shape Healthcare Training

Scott Feyereisen, Florida Atlantic University

Elizabeth Goodrick, Florida Atlantic University

Given the growing importance of understanding how professional boundaries are maintained or changed within healthcare domains, an important set of questions centers on the production system of healthcare providers. In the US, provider shortages are met with increasing numbers of "mid-level providers" such as Nurse Practitioners, Physician Assistants and Nurse Anesthetists (CRNAs). However, there are still widespread objections to the unrestricted use of such professionals; physicians have long raised many of these objections because of what they perceive to be mid-level provider educational limitations. In this study, we examine predictors of adoption of the resulting increase in educational requirements within the population of CRNA training schools. Using a three-part organizational framework, we find that program directors are constrained by cultural and environmental characteristics; CRNA schools located in military, hospital, and nursing school settings

provided varying levels of support for upgrading their programs to advanced degree status. Implications for healthcare and professions research and practice are discussed.

Best Paper In Track

Restaurant Franchising Deviance and Firm Risk

Melih Madanoglu, Florida Atlantic University

Gary Castrogiovanni, Florida Atlantic University

How much should restaurant firms franchise? Does this decision affect firm risk? We set out to answer this question in a study of 64 publicly-listed franchising restaurant firms in the United States. Using the arguments of resource scarcity and agency theories, we first estimate the optimal mix of franchised and firm-owned outlets. Findings show that restaurant firms that deviate from prescriptions of these two theories have a higher firm risk. More specifically, franchising misalignment leads to higher firm risk. For franchisors, results highlight the importance of maintaining an optimal mix of franchised and firm-owned outlets.

Retail Health Clinics: A Systematic Literature Review

Samantha DiMeo, The Pennsylvania State University

Deirdre McCaughey, University of Alabama at Birmingham

Catherine Baumgardner, The Pennsylvania State University

Retail health clinics (RHCs) offer a scope of services pertaining to minor acute conditions and preventive screenings. This emerging phenomenon advertises quick, convenient, and affordable care; therefore, the retail clinic industry has prompted interest among stakeholders in the healthcare industry. This study presents a framework for understanding the RHC industry, the model of care delivery, existing RHC challenges, and place in the care continuum. A systematic literature review was conducted using the online databases ProQuest and PubMed. Articles (n = 35) were retrieved that examined varying facets of the RHC industry. According to the literature, RHCs tend to be located in more affluent and urban areas, and convenience and proximity are identified as leading predictors of clinic use. The literature also revealed that the cost for care at RHCs is lower compared to alternative care settings. RHCs have received relatively high consumer satisfaction scores, and the quality of care in RHCs is comparable to alternative care settings. However, retail clinic operators continue to experience challenges, such as patient volume and profitability. Findings from the literature review indicate that, despite the lower costs for care offered at RHCs, access to care may not necessarily be increased for underserved and rural populations. Rather, RHCs are increasing convenience to the insured and urban populations. The study findings identify the importance of understanding the retail clinic industry and its potential to increase access to care at lower costs, without compromising quality.

102. Feeling Social? Social Identity, Attack, Evaluation, and Influence

Track 7: Strategic Management

Paper Session

Friday, 1:15 to 2:45 pm

Marriott City Center: Charlotte A

Facilitator:

John Michael Mankebwicz, Troy University

Participants:

Best Doctoral Student Paper In Track

The Good, the Bad, and the Mixed: The Effects of Reputation, Infomediary Information, and Status Affiliation on Market Performance

Karen Nicholas, West Virginia University

Miles A. Zachary, West Virginia University

G. Tyge Payne, Texas Tech University

We contribute to research on social evaluations by considering how reputation and infomediary information work together to explain market performance. Although extant research acknowledges that both reputation and information provided by third-party infomediaries helps shape the perceptions of stakeholders, we know considerably less about if and how they interact to reduce the uncertainty of market participants. To address this gap, we examine the interaction between reputation and infomediary information and its relationship with market performance in a sample of 526 films produced by 37 production firms in the U.S. film industry from 2009 through 2014. As hypothesized, we find that actor/director reputation and critical

evaluation have an interactive effect on the box office success of films. Further, we consider and find support for positive status affiliation effects: films affiliated with high status production studios are less affected by the interaction between reputation and infomediary information. In contrast, films affiliated with low status production studios depend on both strong actor/director reputations and positive critical evaluations to be successful at the box office.

Can Activists' Social Identity Explain Their Choice of Corporate Targets? Evidence from a Mixed Method Study

Elise Perrault, College of Charleston

Katarina Sikavica, University of Zurich

Kathleen Rehbein, Marquette University

While stakeholder activism continues to increase in popularity, extant research provides little understanding of who activists are and how they choose their corporate targets. In this article, we adopt an activist-centered approach and rely on social identity theory to determine how activists define their identities and whether these identities are associated with specific behaviors vis-à-vis organizations. In a mixed-method study we focus on one particular type of stakeholders – shareholder activists, and present one of the first empirical tests examining the heterogeneity of identities within this broad stakeholder category. Employing a sample of 735 social policy shareholder proposals filed by the 120 activists in the 2009-2010 period, we show that activists present a wide range of hybrid identities comprising economic and social components simultaneously, and that these identities are systematically related to activists' targeting decisions as manifested in target characteristics and tactical strategies. We extract the implications of these findings for research on shareholder activism and stakeholder identification.

Sensitivity to Social Attack and Corporate Political Activity

Sean Lux, University of South Florida

Richard Gentry, University of Mississippi

James G. Combs, University of Central Florida

T. Russell Crook, University of Tennessee

Most firms do not invest in corporate political activity (CPA). Current theory explains that the reason is because most firms can free ride on the efforts of a few, mostly large, firms that have the most to gain from influencing political outcomes. We offer an alternative theory wherein firms either avoid or invest in CPA to protect against social attack. Specifically, our theory is that firms that are sensitive to social attack will avoid CPA unless their size puts them in the spotlight, in which case socially sensitive firms will spend more to insure that politicians will not enflame inevitable attacks by social activists. Because family firms are known to be particularly sensitive to reputation threats, we test our theory using a 1995-2005 panel of S&P 500 firms and investigate how CPA investments differ between family-influenced and non-family firms. Consistent with our theorizing, we find that family involvement reduces lobbying by 77%, but that large family firms outspend their large non-family firm peers. Our theory offers a new explanation for why firms engage in or abstain from CPA and identifies a new and important distinguishing characteristic of family firms.

Who is Regulating Whom? Understanding Institutional Power Contestation and Regulatory Influence in the Banking Industry

Jennifer Knippen, Eckerd College

Henry Tosi, University of Florida

This paper revisits power and agency within the institutional literature. It investigates the regulatory environment (regulation creation and regulation enforcement) as an antecedent to firm manipulation tactics (political contributions and firm-regulator networks) to offer insight into power contestation during institutionalization processes. We tested the hypotheses using a sample of firms from the investment banking industry from 1992 to 2010. We find a positive relationship between aspects of the regulatory environment and firm influence tactics, suggesting firms are indeed actively engaging in the institutionalization process. We conclude with a discussion of theoretical and practical implications.

103. Reaching Employees: The Role of Listening, Positivity, and Affect

Track 6: Organizational Behavior

Paper Session

Friday, 1:15 to 2:45 pm

Marriott City Center: Charlotte B

Facilitator:

John W. Michel, Loyola University Maryland

Participants:

An Interdependence Theory of Perceived Listening

Tiffany Schroeder, Case Western Reserve University

When employees perceive that higher-ups are listening they are more likely to speak up about work issues (Tangirala & Ramanujam, 2012), to display other discretionary performance (Lloyd, Boer, Keller, & Voelpel, 2014), show higher levels of commitment (Lobdell, Sonada, & Arnold, 1993), experience lower emotional exhaustion and have lower intentions to quit (Lloyd et al., 2014). Listening has also been positively correlated with trust, job satisfaction, psychological safety, and leadership (Kluger, 2015). This small but growing body of work indicates that it is important for employees to feel that someone is listening, yet it is unclear precisely what it means to employees to be listened to and how listening interactions shape their perceptions and behaviors in the workplace. In this paper I introduce the concept of perceived listening and offer a theoretical framework for investigating its role in organizational sciences.

Does Fun Promote Informal Learning?

John W. Michel, Loyola University Maryland

Michael Tews, Penn State

Raymond Noe, The Ohio State University

A growing body of research has demonstrated that workplace fun has important consequences for individuals and organizations, but we have an incomplete understanding of the role of fun in the learning domain, particularly as it relates to informal learning. To address this need, the present study examined the influence of fun activities and manager support for fun on informal learning with a sample of 206 managers. The results demonstrated that fun activities were significantly related to overall informal learning, but manager support for fun was not. Examination of the dimensions of informal learning found that manager support for fun was significantly related to learning from oneself, while fun activities were significantly related to learning from others and learning from non-interpersonal sources. Furthermore, a negative interaction between core-self evaluations and fun activities in predicting learning from oneself was found, suggesting that fun may not be beneficial for everyone. The implications of the results for research and practice are discussed.

Make Em Laugh: A Moderated Mediation Model of Humor Predicting Task Performance and Citizenship Behavior

Phillip Thompson, Case Western Reserve University

G. James Lemoine, University at Buffalo, SUNY

Amanda Varley, Case Western Reserve University

Although humor is beneficial to psychological and psychosocial outcomes and commonplace at work, research connecting it to dimensions of employee job performance is limited. While past theoretical research has argued the link between humor and impression management, virtually no empirical research has been conducted in this area. Drawing on trait activation theory, we provide insights into whether, how, and when positive and negative humor styles influence aspects of job performance (task performance and organizational citizenship behavior). With a diverse sample of employee-supervisor dyads (N = 788) across three studies, the authors tested a hypothesized moderated-mediation model which predicted that the relationship between positive- and negative humor and job performance is mediated by two impression management tactics (ingratiation and intimidation). Further, we predicted that individual perceptions of psychological safety would moderate these mediated relationships. We generally found support for our hypotheses. While positive humor had a positive relationship with task performance and OCB, negative humor had a negative relationship with these same outcomes. Further, we found support for our hypothesized moderated-mediation model as ingratiation mediated the positive humor-OCB relationship, intimidation mediated the negative humor-task performance relationship, and perceived psychological safety generally moderated these indirect effects. Theoretical and practical implications are discussed.

The Role of Affective Competence in Affect-as-Information: A Moderated Mediation Model of Affect-Effort Relationships

Mark Geiger, Duquesne University

Terry W. Noel, Illinois State University

Pingshu Li, University of Kansas

Research has discussed the potential for affective states to inhibit or drive task effort. However, there continues to be a lack of consensus concerning whether positive and negative affect result in an increase or a decrease in task effort. In the present study we follow an affect-as-information perspective in the context of student-venture start-ups to examine the relationship between venture-related affect and subsequent venture effort. The findings of our study go beyond previous research to suggest a moderated (affective competence) mediation (planned venture effort) mechanism in the affect-effort relationship. Our results show that affective competence is a significant mitigating factor in the affect-as-information process; indicating an important influence on the process through which venture-related affect influences subsequent venture effort.

104. Start Me Up: Nascent Entrepreneurship and Startups

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Paper Session

Friday, 1:15 to 2:45 pm

Marriott City Center: Charlotte C

Facilitator:

R. Michael Holmes, Florida State University

Participants:

Comprehensive Model of Opportunity Recognition in Entrepreneurship: Integrating Cognitive Framework, Personality, and Environment

Reginald Tucker, East Carolina University

Graham Lowman, University of Alabama

We offer a parsimonious model of how individuals recognize opportunities within the entrepreneurship context. Specifically, we propose that an individual's cognitive framework, personality, and environment interact at the most basic level influencing an individual's development and formation of an entrepreneurial opportunity prototype. At the next level, individuals rely on this prototype to develop pattern recognition abilities which are used as a heuristic when recognizing opportunities. Opportunity recognition is the last level and occurs when all three levels align. A missed opportunity occurs when the three levels are out of alignment. Theoretical and practical implications as well as limitations are discussed.

Navigating Pre-Venture Activities: Core Self-Evaluations as a Guide to Perceived Success in Pre-venture Assistance Programs

Laci M Lyons, University of Central Arkansas

Stephen Lanivich, Old Dominion University

Anthony R. Wheeler, Bryant University

In the present research, we examine how dispositional traits affect nascent entrepreneurship success. This study followed 123 nascent entrepreneurs for 6 months, and lagged panel data were collected at 3 time points from the nascent entrepreneurs on their core self-evaluation, commitment to their venture start-up idea, fear of failure, and their perceived entrepreneurial success. Partial least squares (PLS) analysis supported our hypotheses that strong core self-evaluations were significant in affecting favorable outcomes for nascent entrepreneurs. Additionally, nascent entrepreneur commitment to his or her start-up mediated the relationship between entrepreneur core self-evaluation and entrepreneurial perceived success.

Success from Humble Beginnings: How Emotional Intelligence and Trait Humility Influence NCBOs

Scott Cohen, SKEMA Business School

Don C. Mosley, University of South Alabama

William E. Gillis, University of South Alabama

Emotional Intelligence (EI) has attracted significant interest, and is a well-established social asset; however its function in an entrepreneurial networking environment has not been investigated. This study investigates the role of the EI and humility as predictors of organizational citizenship behavior in an independent entrepreneurial networking organization. We found that both EI and humility were

significantly associated with OCB. We also found that there was a significant interaction between EI and humility such that when humility was higher, the effect of EI on OCB was higher. The implications of these results to networking groups are discussed. Also, we describe the implications of leveraging this knowledge to improve both individual and group performance.

105. The Good, the Bad, and the Ugly - Questionable Research

Practices

Co-sponsored by the Research Methods Division of the Academy of Management

PDI - Methods

Friday, 1:15 to 2:45 pm

Marriott City Center: Charlotte E

This workshop will address questionable research practices and the implications for us as individuals, but most importantly what we need to do systemically in our training approaches and journals.

Panelists:

Steven Rogelberg, University of North Carolina Charlotte

David G. Allen, Rutgers, The State University of New Jersey

Scott Tonidandel, Davidson College

George Christopher Banks, University of North Carolina Charlotte

106. SMA Genius Bar: The Collegial Help Desk for Collegiate

Educational Technologies

Track 8: Innovative Teaching/Management Education

Panel

Friday, 1:15 to 2:45 pm

Marriott City Center: Charlotte F

The proliferation of platforms, products, and software options for management education makes it difficult for instructors to learn about, incorporate, and keep up with new technologies that could benefit their classes. Despite this, remarkable solutions for classroom problems exist and are being implemented regularly in management classrooms. The growing popularity and capabilities of team-member rating websites such as CATME; course management systems (CMS) such as Blackboard, D2L, and Moodle; and social media platforms such as Facebook, Twitter, LinkedIn, Instagram, Pinterest, Snapchat, and Reddit indicate the utility of these technologies in the classroom. In this session, several SMA members who have used one or more of the aforementioned technologies will gather to answer your questions about how you can use social media, websites, and CMS to enhance your classroom experience. Session attendees are encouraged to visit the SMA Genius Bar discussion thread on SMA's member website under Resources - Forums - Innovative Teaching/Management Education - SMA Genius Bar to post questions and reserve time with specific Geniuses at the session in Charlotte.

Panelists:

Timothy Madden, East Carolina University

Paul Johnson, University of Mississippi

Vishal K. Gupta, University of Mississippi

Misty L. Loughry, Rollins College

Mark Collins, The University of Tennessee, Knoxville

Charn McAllister, Florida State University

Kim Davey, Samford University

M. Lance Frazier, Creighton University

107. Strategy, Diversity, and Discrimination: Organizational Implications

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

Paper Session

Friday, 1:15 to 2:45 pm

Marriott City Center: Charlotte G

Facilitator:

Darryl Bernard Rice, Miami University

Participants:

Best Paper In Track

An Exploration of the Cognitive Foundation of Marketplace Discrimination

Jie McCardle, Georgia Southern University

Michael W. McCardle, University of North Florida

Marketplace discrimination and injustice remain to be a pervasive problem in the retailing industry despite the progress our modern society has made in social justice. This paper examines the cognitive foundation of perceptual biases and judgment errors that lead to discrimination. Drawing from theories of dual model of thinking, we argue that automatic thinking plays a role in the formation and escalation of discriminatory stereotypes and that scientific reasoning orientation in reflective thinking can help correct poor snap judgments and thus reduce the occurrence of discrimination. Understanding the dual cognitive process of perception and judgment can contribute to our knowledge of the causes of marketplace and workplace discrimination and thus help us develop solutions accordingly.

Environmental Management's Impact on Market Value: Rewards and Punishments

Amy McMillan, East Carolina University

Joshua Aaron, Middle Tennessee State University

Timothy C Dunne, Boise State University

Concerns regarding changes in the natural environment have led to an increase in research regarding environmental management practices. Studies examining the financial impact of such practices have been inconclusive. Drawing on agency theory and the resource-based view of the firm, we provide a comprehensive examination of the market's reaction to firms identified by Newsweek's Green Rankings as the best (top 100) and worst (bottom 100) for EM reputation among the largest 500 firms in the United States. Specifically, we investigate the extent to which the market reacts differently to service firms and manufacturing firms in regards to environmental reputation signals. We find the market responds favorably to positive environmental management reputation signals for service firms and to negative environmental management reputation signals for manufacturing firms. Post hoc analysis reveals that both service firms and manufacturing firms are rewarded for being ranked "in the middle" of the Newsweek Green Rankings.

Good Deeds Start at Home: Effects of Diversity and Employee Policies on Corporate Philanthropy and Performance

Ana Camara, Oklahoma State University

Oleg V. Petrenko, Oklahoma State University

Drawing on corporate social responsibility (CSR) and diversity literatures, this study hypothesizes and finds that companies that manage a diverse workforce implement more philanthropic initiatives directed at social issues, such as charitable giving, education support, volunteering, and involvement with the community. This research also suggests that the way a company treats its employees strengthens the relationship between corporate philanthropy directed at social causes and financial performance. Results confirm that a managerial focus on positive relationships with employees through diversity policies and fair labor relations has positive impact on financial results. Overall, this research shows that diversity management has implications on managerial choices of philanthropy and that these choices impact financial performance when fair employee policies are also in place.

Multi-level Antecedents of the Enterprise Strategy Integration for Multinational Firms

Veselina Vracheva, North Central College

This study investigates home-country national context and strategic leadership diversity effects on the firm's enterprise strategy integration, which reflects the degree to which a firm is integrated with its social environment. First, the direct effects of the top management team gender diversity, the board of directors' gender

diversity, the top management team functional diversity, and the board of directors' stakeholder representation on the levels of integration of the enterprise strategies of 287 multinational firms are tested. Subsequently, the moderating effects on the above relationships of the political culture of these firms' home countries are also explore. Female representation in upper echelons positively influences the firm's enterprise strategy integration. This relationship is moderated by the political culture of the home country. The board of directors' stakeholder representation also positively influences the enterprise strategy integration, but this relationship is not affected by the home-country political culture. Finally, the relationship between the top management team functional diversity and the enterprise strategy integration is not significant or moderated in the suggested way.

108. Teamwork Makes the Dream Work: The Influence of Team Processes on Organizational Functioning

Track 6: Organizational Behavior

Paper Session

Friday, 1:15 to 2:45 pm

Marriott City Center: Charlotte H

Facilitator:

Nancy McIntyre, West Virginia University

Participants:

Disparity and Role Congruity: A Configural Model of Team Boundary Spanning

Jia Yu, University of Iowa

Ning Li, University of Iowa

Scott Seibert, University of Iowa

The growing complexity in the internal and external environments requires work teams to go beyond boundaries. Team boundary spanning has received increasing attention. The conventional approach to study team boundary spanning often treats the team as the entity of boundary spanning and focuses on team members' aggregated boundary spanning behaviors. However, such approach is unable to capture the unique influences of specific individuals' boundary spanning activities on team performance. Our study introduces a configural model of team boundary spanning and examines the interactive effect of two configural properties: disparity and role congruity, on team coordination and performance. Our results suggest that teams need to concentrate boundary-spanning activities on a selected number of members who are well connected in the team in order to leverage the benefits of boundary spanning activities.

Perceived Team Support: The Roles of Perceived Team Social Capital and Team Psychological Contract Breach

Kevin S. Cruz, University of Richmond

Thomas J. Zagenczyk, Clemson University

Feifei Ye, University of Pittsburgh

Anthony C. Hood, University of Alabama at Birmingham

We examine the direct and indirect relationships between the structural, cognitive, and relational dimensions of team social capital, team psychological contract breach, and team support. Using a sample of 291 team members across 76 teams and 18 organizations, we find that the cognitive (i.e., shared vision) and relational (i.e., trust) dimensions of social capital are negatively associated with psychological contract breach and positively associated with support. We do not find a significant association between the structural dimension (i.e., tie strength) of social capital and psychological contract breach or support, respectively. We also find that psychological contract breach is negatively associated with support. Theoretical and practical implications are discussed.

The Effect of Intrateam Trust on Organizational Outcomes: A Multilevel Perspective

Abere Kassa, Wayne State University

Ammanuel G. Tekleab, Wayne State University

Trust is considered as one of the vital ingredients in work and interpersonal relationships. It is considered as vital in initiating, establishing, and maintaining relationships in social interactions and relationships. Studies suggest that team trust has a multitude of benefits ranging from inducing individual employees to perform better and engage in other productive workplace behaviors to facilitating team productivity and ultimately facilitating fulfillment of organizational objectives. The purpose of this study is extending earlier works done on the effect of team trust, specifically intrateam

trust, on organizational outcomes at individual, team, and organizational levels using individual, team, and organizational measures. It focuses on highlighting the mechanism through which team trust leads to organizational outcomes. The study proposes that team trust enables teammates to openly reflect on their experience, buffers them from psychological anxiety, and helps them handle conflict constructively, which in turn leads to desirable organizational outcomes. Moreover, the study proposes that team potency and trust climate moderate the degree to which team trust elicits the organizational outcomes. The social exchange theory is used to posit the proposed relationships.

Political Skill, Trust, and Efficacy in Teams

Elena Lvina, Saint Joseph's University

Liam P. Maher, Florida State University

John Harris, Florida State University

Gerald R. Ferris, Florida State University

This study contributes to the team literature by examining the role of political skill in predicting team efficacy and trust in team. Political skill, frequently understood as a social skill at work, is argued to be a valuable resource not only at the individual level, but also for the teams. Using hierarchical linear modeling (HLM) and data from 525 students, organized into 115 teams, we demonstrate that political skill at the individual level shapes individual perceptions of team efficacy and trust in team. Furthermore, both the level and the composition of political skill within the team are found to be critical for these team emergent states, albeit they play out differently for team members who are high vs. low in political skill. Our results suggest that high team political skill acts as a valuable team resource attenuating the negative effect of insufficient political skill of an individual. High levels and homogeneity of team political skill are found to be particularly critical for the low politically skilled team members. Contributions to theory and research, strengths and limitations, directions for future research, and implications for practice are discussed.

109. Registration

Friday, 1:15 to 4:45 pm

Marriott City Center: Event Edge

Coordinator:

Mary Jo Jackson, Stetson University

110. Exhibits

Friday, 1:15 to 3:15 pm

Marriott City Center: Event Hub

Coordinator:

Joy H. Karriker, East Carolina University

111. Speed Dating: Governance and Top Management Teams

Friday, 2:00 to 2:45 pm

Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Governance and Top Management Teams, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincoy.madison@msstate.edu) for more information.

Coordinators:

Michelle Zorn, Auburn University

Kincy Madison, Mississippi State University

112. Networking Break

Sponsored by West Virginia University (Friday)

Friday, 2:45 to 3:15 pm

Marriott City Center: LG Studio

Come say hello to your old friends and meet some new ones.

Coordinator:

Joy H. Karriker, East Carolina University

113. Importance of Corporate Governance, Culture, and Social Pressures on Organizational Change

Track 3: Organization Theory/International Management/Management History

Paper Session

Friday, 3:15 to 4:45 pm

Marriott City Center: 1st Ward

Facilitator:

Miles A. Zachary, West Virginia University

Participants:

Adoption and Implementation of the Ethics and Compliance Management (ECM)

Koustab Ghosh, Indian Institute of Management Rohtak

Previous scholarly works have corroborated that the institutional environment of the firm involves a lot of complex dimensions and relationships. This complexity is enhanced with the growing and evolving social expectations that are created on the firms by its institutional environment from time to time. Some of these events are substantive by nature and affect a large number of firms, whereas there are also events that affect only specific individual firms. Individual firms adopt different coping strategies in responding to such institutional pressure. This study attempts to explore these complex response mechanisms in the context of ethics and compliance. In particular, this study examines how individual firms respond to the ever increasing social pressure of its institutional environment by adopting and implementing the ethics and compliance management (ECM) as an independent full time function of the firm's corporate management group. The findings highlighted that the decision to adopt ECM is the result of the field wide critical events in the institutional environment. Further, the decision to the resource commitment in ECM implementation is influenced by the firm specific critical events.

Effects of Corporate Governance and National Culture on Earnings Management

Rosey Bao, Elon University

Olivia Grigg, Elon University

This study explores how corporate governance and the cultural context in which managers are embedded in, affect the degree to which firms manipulate earnings individually and in interaction. Based on a sample of 40,000 firms from 26 countries, we find that having a greater proportion of independent directors on the board decreases earnings management. We also find the negative relationship is attenuated and strengthened by the national culture dimensions of power distance and future orientation. Our findings offer insights on how the effectiveness of corporate governance practices are influenced by national culture factors, contributing to research focused on contextualizing corporate governance theory.

Sitting on Both Sides of the Fence: When The Banks are also Lenders

Jean McGuire, Louisiana State University

Barclay James, Universidad San Francisco de Quito

National financial systems differ regarding the extent to which banks are allowed to take direct ownership stakes in non-financial firms. Such ownership is common in bank-based financial systems, and regulations vary even in non-bank-based economies. Bank ownership is an important theoretical and regulatory issue in that banks are distinct from other institutional investors in that they can have positions and both equity holders and debt holders (as lenders). Because of often divergent incentives of shareholders and debt holders, the study of bank ownership provides a lens into understanding these potential conflicts of interest and the implications for firm performance. We develop and test hypotheses that draw on and extend what we know about bank ownership and firm performance, and in doing so provide insight into the dueling incentives of shareholders and debt holders. Numerous countries have firms with banks as both owners and lenders. We test our hypotheses using a sample of Japanese firms. We find that bank ownership is associated with lower firm performance, as measured by Tobin's Q. We also find that firms with bank owners who are also lenders to the firm—dual bank ownership—have lower performance than firms with bank owners who are not also lenders to the firm

An AMC Model of Organizational Security Strategy

Joseph Simpson, *University of Texas - Rio Grande Valley*

Given the prevalence of security in today's society, there is little doubt that security is an important facet of organizational life. Indeed, security has long been argued to be a basic need of humans in general. Despite such needs and prevalence, few management studies approach the topic of organizational security strategy. To address this dearth of research, a framework for the study of organizational security strategy is offered and propositions for future research are presented. Drawing from research on competitive dynamics, an Awareness-Motivation-Capability model is used in developing a framework for research on organizational security. Organizational security provides a much-needed change to a greater emphasis on security in organizations and their effects on employees.

114. Turnover and Retention of Non-Family Employees in the Family Firm

Track 4: Human Resources/Research Methods

Panel

Friday, 3:15 to 4:45 pm

Marriott City Center: 2nd Ward

Facilitators:

Laura E. Marler, *Mississippi State University*

James M. Vardaman, *Mississippi State University*

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

Jon C. Carr, *North Carolina State University*

The HR literature has made great strides in developing theoretical models explaining why employees remain with and leave organizations. We have developed a symposium around the idea that this body of knowledge in HR will be useful in addressing important issues often neglected by family firm researchers: turnover and retention in the family firm. Given the unique context of family firms, additional theorizing is needed to account for their idiosyncratic nature and non-economic goals. Therefore, an interactive panel symposium will be a step in advancing theory related to explaining why non-family employees in family firms choose to leave or stay.

115. Integrating Learning Outcomes and Foundational Content on Managing Projects and Teams into Business Curricula **Sponsored by PMI**

Teaching

Friday, 3:15 to 4:45 pm

Marriott City Center: 3rd Ward

As more organizations implement their strategic objectives via projects, there is an increasing number of jobs that require expertise in their management. To respond to this need, a global group of faculty developed a set of curriculum guidelines for teaching the essential strategic, behavioral and technical skills required to perform effectively in project teams. This session will describe how faculty can integrate project- and team-related learning outcomes from these guidelines to enhance any course that provides experiential learning.

Panelists:

Vijay Kanabar, *Boston University*

Carla Messikomer, *Project Management Institute*

116. Speed Dating: Healthcare Management

Friday, 3:15 to 4:00 pm

Marriott City Center: 4th Ward

If you are looking for a new collaborator interested in Healthcare Management, then this is the session for you! Come join the fun as you meet others in this research area in a rapid fire introduction session. Advance registration required. Contact Kincy Madison (kincky.madison@msstate.edu) for more information.

Coordinators:

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

Kincy Madison, *Mississippi State University*

117. Managerial Attention, Relationships, and Performance

Track 7: Strategic Management

Paper Session

Friday, 3:15 to 4:45 pm

Marriott City Center: Charlotte A

Facilitator:

Burak Cem Konduk, *University of North Georgia*

Participants:

Attention, Competitive and Cooperative Actions, and Firm Performance

Kyle Turner, *University of South Carolina Upstate*

T. Russell Crook, *University of Tennessee*

Matthew Harris, *University of Tennessee*

Annette L. Ranft, *North Carolina State University*

Extant research suggests that firms that engage in competitive and cooperative actions can improve performance. However, research on the antecedents and outcomes of these actions has been limited. Leveraging the attention based view of the firm, we theorize that attention is an antecedent of competitive and cooperative actions and that attention is also a resource constraint that limits the positive effects of competitive and cooperative actions on firm performance. Using data from a sample of medical device manufacturing and oil and gas field services public firms, we test our theory and find that, as predicted, competitive actions have diminishing returns and this relationship is moderated by the diversity of these competitive actions. In relation to cooperation, we find that cooperative attention is positively related to the enactment of cooperative action, and cooperative action and cooperative action similarity are positively related to firm performance.

The CEO and the P=AMO Model

Steve Lovett, *University of Texas Rio Grande Valley*

The P=AMO model proposes that job performance is a multiplicative function of ability, motivation, and opportunity to perform. This model was developed for the field of human resources management and has become a standard in that field, and has also been widely applied in other fields. However, to date the P=AMO model has not been explicitly applied to the most important job in most large organizations: that of the CEO. In this manuscript I review selected recent literature on CEO performance, ability, motivation and opportunities. The literature is extensive, but also fragmented, and in some cases inconclusive because of its lack of coherence. An integrative framework for CEO research is clearly needed. The P=AMO model is useful for this purpose because it includes all aspects of the CEO's job and it leads to clear hypotheses – each of the three antecedent categories should be a complement to the other two, and substitution effects should be found within categories.

Impact of Transformational Leadership on Supply Chain Ambidexterity: The Mediating Role of Organizational Learning

Divesh Ojha, *University of North Texas*

Chandan Acharya, *College of Staten Island - CUNY*

This paper examines the impact of transformational leadership on organizational learning and supply chain ambidexterity. Integrating multiple perspectives of organizational behavior relating to learning and leadership we develop our research model and test it using survey data. Results from our analysis support the notion that organizational learning orientations fully mediate the relationship between transformational leadership and supply chain ambidexterity.

118. Puttin' on the Ritz: A Closer Look at Impression Management at Work

Track 6: Organizational Behavior

Paper Session

Friday, 3:15 to 4:45 pm

Marriott City Center: Charlotte B

Facilitator:

Gabriella Lewis, New Mexico State University

Participants:

Don't Put Faith in Me! I Only LOOK Like a Good Performer

Rebecca Lee Badawy, Youngstown State University

Robyn Brouer, Canisius College

The imposter phenomenon (IP), which refers to people who are high achievers yet view themselves as phonies (Clance & Imes, 1978), has seen increased attention in the popular press. Although there has been research concerning this topic, it has primarily taken place in the field of psychology and rarely explored in the realm of workplace sciences (e.g., Vergauwe et al., 2015). Grounded in the identity theory framework (Burke, 1991), we expand the work of IP by examining its impact person-job (PJ) fit assessments and subsequent behaviors. In a study of U.S. workers (N = 291) we found that imposters experience self-leader PJ fit discrepancies when comparing their own PJ fit assessments to what they believe their leaders see in them. Because imposters are high achievers, yet feel as if they are fakes, they believe that they do not have the knowledge, skills, and abilities (KSAs) to do their job. However, precisely because they are top performers, their self-view differs from their leaders' view. Consistent with identity theory, we further theorize and find support that imposters with PJ fit discrepancies engage in impression management to alleviate the stress of having incongruent self-leader perceptions. However, the choice of influence tactic was moderated by self-monitoring, such that high self-monitors were more likely to choose socially acceptable forms of impression management, whereas low self-monitors chose more negative forms.

Political Skill and Will as Predictors of Impression Management Frequency and Style: A Configurational Investigation

Liam Maher, Florida State University

Vickie Coleman Gallagher, Cleveland State University

Ana Maria Rossi, International Stress Management Association - Brazil

Gerald R. Ferris, Florida State University

Pamela L. Perrewé, Florida State University

To date, few studies empirically have confirmed the long-accepted notion that politically skilled individuals discriminately and strategically employ or avoid particular political behaviors in the workplace. The purpose of this multi-study investigation is to evaluate political skill and political will as antecedents of configurational impression management strategies. The configurations of impression management tactics found by Bolino and Turnley (2003) are confirmed using hierarchical and K-means cluster analysis, and discriminant analysis is employed to demonstrate the effects of political skill and political will above and beyond the effects of Machiavellianism and self-monitoring in the prediction of impression management configurations. Consistent with the two-component model of impression management (Leary & Kowalski, 1990), the results of these studies confirm that political will and political skill best represent the cognitive processes that enable impression management strategy selection. Post-hoc analyses illustrates that there may be slight differences in usage of some impression management tactics directed at specific targets (in two of our four samples). Implications, limitations, and future directions are discussed.

When Do Machs Intimidate? An Investigation on Situational Ambiguity

Elizabeth Fabrizio, Youngstown State University

Rebecca Lee Badawy, Youngstown State University

Sebastian Boland, Youngstown State University

Robyn Brouer, Canisius College

Machiavellianism refers to a strategic propensity of individuals to manipulate and exploit others for their own advantage (Bereczkei et al., 2015; Wilson, Near, and Miller, 1996), and it is associated with maladaptive behavior, resulting in negative consequences for both the individuals who employ these tactics and those who are subject to these tactics (McHoskey, 1999). Though research has supported that Machs' (e.g., those who are Machiavellian) decision-making

processes are deviant, less is understood about the environmental conditions that cue Machs to exhibit anti-social behavior. Based on the widely supported notion that behavior is a product of both the person and the situation (Lewin, 1951), we explore situational factors that signal Machs to employ the maladaptive behavior of intimidation. Experimental results (N=362) demonstrated that Machs feel threatened in unambiguous situations, causing them to exhibit intimidation behaviors. In other words, Machs react negatively when they feel they do not have the situational leverage to successfully employ manipulative strategies (i.e., achieve sanctioned outcomes through unsanctioned means). Interestingly, and counter to gender norm literature, these results did not differ for males and females suggesting that the Mach personality transcends traditionally accepted gender norms. Taken together, this research provides information to management on how to reduce the likelihood of Machs utilizing anti-social behaviors in the workplace.

Explaining Organizational Citizenship Behavior: A Critical Review of the Social Exchange Perspective

Tiffany Schroeder, Case Western Reserve University

Diane Bergeron, Case Western Reserve University

Social exchange has been widely cited as an explanation for why employees act as good organizational citizens. According to this theory, individuals perform organizational citizenship behavior (OCB) in order to maintain equitable and favorable workplace relationships that extend beyond the benefits of more impersonal contractual agreements. Although this perspective has been used extensively as an explanation for OCB, we argue that a re-examination of this perspective is overdue for several reasons. First, there is a lack of clarity around the underlying assumptions and connection to motives for OCB. Second, very little attention has been paid to alternative explanations for OCB, particularly with regard to research on justice. In this paper, we attempt to critique the social exchange explanation by making several underlying assumptions explicit and then using these assumptions to highlight conceptual and empirical problems with this perspective. Finally, we consider the value of the social exchange perspective for future research on OCB and encourage more attention to alternative explanations.

119. Corporate Entrepreneurship Issues and Challenges

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Paper Session

Friday, 3:15 to 4:45 pm

Marriott City Center: Charlotte C

Facilitator:

David Witt, University of Tennessee at Chattanooga

Participants:

Corporate Entrepreneurship and Market Performance: A Content Analytic Approach.

Vivien Jancenelle, Cleveland State University

Susan Faye Storrud-Barnes, Cleveland State University

Raj G Javalgi, Cleveland State University

Corporate entrepreneurship (CE) is a known construct for explaining performance differences across established firms. This work draws upon the five-dimensional view of CE and develops hypotheses aimed at testing the impact of CE on market performance. Contrary to the majority of studies that have investigated the CE-performance link, this study does not rely on perceptual survey instruments, but instead uses content analysis to measure the direct impact of CE on a firm's stock price. The entrepreneurial proclivity of 339 firm earnings conference calls is analyzed and the movement they trigger on stock price is measured using the event-study methodology. Results suggest that the CE dimensions of innovativeness, risk-taking, and especially autonomy, have a positive impact on market performance, while competitive aggressiveness has a negative effect. A discussion of these findings and their implications is provided.

Organizational Learning and Corporate Entrepreneurship in High-Tech Firms: Identifying a Role of a Top Management Team's Entrepreneurial Alertness

Dohyoung Koh, Sogang University

Kyootai Lee, Sogang University

Youngkyun Kim, Incheon National University

This study investigates the mediating role of entrepreneurial alertness of a top management team (TMT) between organizational learning

and corporate entrepreneurship (CE). We conducted two studies. In Study 1, based on TMT members' responses from a group of Korean companies, we examined a factor structure of TMTs' entrepreneurial alertness and its influence on CE. We identified that TMTs' entrepreneurial alertness is a second-order construct, constituting scanning and searching, association and connection, and evaluation and judgment, which positively influence CE. In Study 2, based on TMT members' responses from another group of Korean companies, we confirmed a second-order structure of TMTs' entrepreneurial alertness. Furthermore, while breadth and depth of learning positively influenced TMTs' entrepreneurial alertness, speed of learning had a negative effect. In addition, TMTs' entrepreneurial alertness partially mediated the relationship between breadth of learning and CE, and fully mediated the relationship between depth of learning and CE. This study contributes to extending the concept of entrepreneurial alertness to a TMT context and identifying TMTs' entrepreneurial alertness as an organizational capability. It helps understand how the three types of organizational learning can heterogeneously contribute to TMTs' entrepreneurial alertness and CE in incumbent firms.

Explaining Intentions to Commercialize by Extending the Theory of Planned Behavior

Theresa A. Standish-Kuon, *Commission on Independent Colleges and Universities*

William G. Obenauer, *Rensselaer Polytechnic Institute*

The Theory of Planned Behavior (TPB) has been used to explain behavior in organizations within a variety of contexts. In particular, it has been used extensively to explain the development of entrepreneurial intentions. TPB states that attitudes, subjective norms, and perceptions of behavioral control are the drivers of behavior through their impact on behavioral intentions. One of the challenges with applying TPB to behavioral models has been inconsistent interpretations and use of behavioral control measures. In this paper, we extend TPB by developing a model that incorporates the two most commonly used measures of behavioral control while integrating a layer of partial mediations. Building on the extensive body of entrepreneurship literature that is grounded in TPB, we use our newly developed model to explain the development of intentions to engage in commercialization behavior. In a sample comprised of university faculty, we find robust support for this extension of Ajzen's model.

An Entrepreneurial Approach to Internationalization

Matt Hersel, *Auburn University*

Brian L. Connelly, *Auburn University*

Entrepreneurial firms seek to innovate their product offerings and business practices in order to gain an advantage over rivals; firms seeking to diversify internationally enter different countries in order to access new markets and resources. In today's dynamic and global economy many firms are engaging in both practices to great success. As such, scholars have made an effort to combine research on entrepreneurship and internationalization, but less research considers how managers might go about internationalizing in an entrepreneurial manner. Drawing on the literature on entrepreneurial orientation (EO), this study investigates the benefits realized by firms when their executives expand operations internationally in a meaningful and entrepreneurial way. To do so, we conceptualize the dimensions of EO in terms of the task of international diversification and tie these activities to firm performance.

120. To Retire or Not to Retire: That is the Question

PDI - Fellows

Friday, 3:15 to 4:45 pm

Marriott City Center: Charlotte D

In this symposium session co-developed by the Community of Academy Senior Scholars (CASS) and SMA Fellows will discuss the issues that senior scholars should consider as they reach retirement age. The question they will address in their individual presentations is whether to retire or not. Audience participation will be invited.

Coordinator:

Julia Teahen, Baker College

Panelists:

Archie B. Carroll, University of Georgia

K. Michele Kacmar, Texas State University

Mark J. Martinko, Florida A&M University

Anson Seers, Virginia Commonwealth University

121. Moderation, Mediation, and a Little Moderated Mediation:

Recommended Practices

Co-sponsored by the Research Methods Division of the Academy of Management

PDI - Methods

Friday, 3:15 to 4:45 pm

Marriott City Center: Charlotte E

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.

Panelist:

Lisa Schurer Lambert, Georgia State University

122. The Dark Side of the Moon: Examinations of Dark Personality and Dark Behavior

Track 6: Organizational Behavior

Paper Session

Friday, 3:15 to 4:45 pm

Marriott City Center: Charlotte F

Facilitator:

Ludvig Levasseur, Université Paris-Dauphine

Participants:

A Ripe Apple in a Rotten Barrel: An Interactionist Examination of Pro-Social Rule Breaking

John Edward Baur, *University of Nevada Las Vegas*

Michael R. Buckley, *University of Oklahoma*

Pro-social rule breaking, a collection of deviant behaviors enacted to assist others, has been conceptualized as a type of constructive deviance and suggested to offer benefits to organizations as well as stakeholders. However, the findings to date suggest that these behaviors are performed by employees with less than ideal characteristics. In response, through the use of a multi-wave field study, we use role identity theory to argue and find support for our repositioning of the construct such that positively deviant behaviors are the actions of good employees – those who are imaginative and confident in their abilities while holding salient empowerment identities – however they are within a context they perceive to be highly political and overseen by unsupportive leaders. In doing so, we address several shortcomings in the deviance research and, through the examination of a true interactionist model, we answer the call by several researchers to consider the contextual factors that influence the performance of pro-social rule breaking. Further, we begin the process to transition the construct from the early exploratory design to theory-driven refinement.

Angel on One Shoulder: Perceived Organizational Support, Dark Personalities, and Counterproductive Work Behaviors

Joshua Palmer, *Southern Illinois University Carbondale*

Meera Komaraju, *Southern Illinois University Carbondale*

Min Carter, *Southern Illinois University Carbondale*

Rhonda Kowalchuk, *Southern Illinois University Carbondale*

Steven Karau, *Southern Illinois University Carbondale*

Our study examined perceived organizational support as a moderator of the relationship between the dark triad personality traits of narcissism, Machiavellianism, psychopathy and specific types of counterproductive work behavior (i.e., sabotage, production deviance, withdrawal, theft, and abuse) using a cross-sectional sample of 208 employees recruited through Amazon Mechanical Turk. Significant findings from structural equation modeling (SEM) analyses suggest that individuals scoring high on narcissism, Machiavellianism, and psychopathy reported engaging in some types of counterproductive work behavior less frequently when they perceived higher levels of organizational support. Interestingly, perceived organizational support had the greatest effect on individuals reporting higher levels of psychopathy, indicating that workers normally perceived as cold and aloof may benefit the most in an environment that they perceive as genuinely caring about them and championing their successes. The

findings of this study suggest that individuals possessing higher levels of narcissism, psychopathy, Machiavellianism are not necessarily "lost causes," and providing greater organizational support may inhibit their propensity to engage in some types of counterproductive work behavior.

Dark Personality in Dark Times: Interactive Effects of Dark Triad and Injustice on Detachment and OCBS

Fauzia Syed, International Islamic University

Saima Naseer, International Islamic University

Usman Raja, Brock University

Using temporally separated two wave (two month apart) field data (N = 288 dyads) with independent measure of behavior; we examined the relationship of the Dark Triad personality, a higher order construct comprising traits like narcissism, psychopathy, and Machiavellianism, with psychological detachment and organizational citizenship behaviors. We also investigated the moderating role of perceived injustice in the relationship of Dark Triad personality with psychological detachment and citizenship behaviors. Overall, we received good support for our hypotheses. Dark Triad personality was positively related to psychological detachment and negatively related to OCBO and OCBI. Perceived injustice moderated these relationships such that the positive effect of the Dark Triad was stronger when injustice was high. Similarly, the Dark Triad had a stronger negative relationship with OCBS when perceived injustice was high. Our study extends our insights into a very nascent domain of research on the Dark Triad in OB, which hold promise for finding dispositional causes of unwanted behaviors in organizations.

Prevailing to Their Peers' Detriment: Organizational Constraints Motivate Machiavellians to Undermine Their Peers

Christopher Castille, Villanova University

Rebecca J. Bennett, Louisiana Tech University

Daniel Kuyumcu, Google

Since Christie and Geis's (1970) seminal research suggested that Machiavellians manipulate more, win more, and are persuaded less (e.g., leadership attainment and personal success in negotiation), researchers have debated the merits of Machiavellianism in organizational life. More recent findings suggest that competition over resources might lead Machiavellians to take actions that result in the approval of their superiors, thus promoting their career advancement. However, the strategies that Machiavellians use when they perceive their work environment as competitive have yet to be identified. To identify these strategies, we draw on trait activation theory as our theoretical framework. We argue that perceptions of resource constraints motivate Machiavellians to undermine their coworkers. Others have argued that, over time, social undermining would make it difficult for targets, such as coworkers to maintain effective working relationships while promoting a perpetrators own welfare (Duffy et al., 2006). Thus, social undermining might explain why Machiavellians are able to obtain favorable impressions from supervisors. Furthermore, with increased effort devoted toward undermining one's peers Machiavellians should be distracted from performing their core duties resulting in increased production deviance. Using data collected from 170 employees, we found that when Machiavellians faced resource constraints, they more frequently undermined their peers and shirked their duties. Our research addresses a gap in the Machiavellianism literature by identifying how Machiavellians navigate resource constrained work environments. We conclude with recommendations for managers who supervise Machiavellians.

123. Riding the Big Data Wave: Big Data Applications in Organizational Behavior Research

Track 6: Organizational Behavior

Panel

Friday, 3:15 to 4:45 pm

Marriott City Center: Charlotte H

While the concept isn't entirely new, "Big Data" is all the latest rage. Its popularity is being fueled by organizational initiatives, society's curiosity and thirst for information at our fingertips, and heightened news coverage. Even business schools are throwing their hat in the ring, establishing certificate programs, majors, centers, and/or entire departments devoted to Big Data and Data Analytics. So where do organizational behaviorists fit in? Is there room for us in this "Big Data" revolution? Are we already doing big things with Big Data and we don't even know it? Expert panelists will share their unique insights on a variety of topics relating to Big Data. They will discuss what big data is and what kind of questions can be answered using it, where OB researchers can find big data, and some of the tools available to analyze big data questions (e.g., metaBUS).

Panelists:

Frank A. Bosco, Virginia Commonwealth University

Vasyl Taras, University of North Carolina Greensboro

Andrew Bennett, Old Dominion University

124. SMA Spec-TRACK-ular Reception: NASCAR Hall of Fame Sponsored by Sage

Friday, 6:30 to 9:30 pm

Off-Site: NASCAR Hall of Fame

Gentlefolk, start your engines! Race to the arcade and test your skills on the virtual racetrack or compete in a pit crew competition; enjoy great food, drinks, music, and conversation. The annual SMA party gets the checkered flag!

Coordinator:

Joy H. Karriker, East Carolina University

125. Registration

Saturday, 8:30 to 10:30 am
Marriott City Center: Event Edge

Coordinator:
Mary Jo Jackson, Stetson University

126. Café SMA Coffee Bar

Sponsored by Texas State University
Saturday, 8:30 to 9:00 am
Marriott City Center: LG Studio

Prepare for the checkered flag with a cup of coffee before your first session.

Coordinator:
Joy H. Karriker, East Carolina University

127. Perceived Mistreatment: The Ramifications of Perceiving Others in a Negative Light

Track 6: Organizational Behavior
Paper Session
Saturday, 9:00 to 10:30 am
Marriott City Center: Charlotte B

Facilitator:
Brian Waterwall, Louisiana Tech University

Participants:

On Facing Co-Worker Envy: Importance of Self-Esteem and Attribution in Shaping Responses to Co-Worker Envy

Harshad Puranik, University of Cincinnati
Joel Koopman, University of Cincinnati
Heather C. Vough, University of Cincinnati
Daniel Gamache, University of Georgia

While much has been written about envy in the workplace, this research predominantly focuses on the envious, and not on the envied. We suspect this comparative paucity stems from two factors: 1) extant research assumes that envied individuals generally experience negative behaviors from the envious, and 2) envied individuals generally know they are envied. To this first point, although recent research illustrates that the envious act both positively and negatively, we lack a theoretical model that explains how the envied will respond to either behavior. To the second point, envy is a covert emotion, so an envied individual may fail to attribute the behavior of others to envy. Our thesis is that an envied individual's experience of envy-driven behavior (social undermining or prosocial behavior) is varied and complex, based on whether or not this behavior is attributed to envy. Viewing interactions between the envious and the envied through a self-regulatory lens, our model explains why envied individuals might attribute behavior to envy, and how their behavioral response may differ as a result. Our model brings to the fore the importance of attribution in this interpersonal process and contributes a new typology of behavioral responses to being the target of envy.

The Tipping Point: When High Performance Work Demands are Perceived as Abusive

Neal M. Ashkanasy, University of Queensland
Rebecca J. Bennett, Louisiana Tech University
Mark J. Martinko, Florida A&M University
Esteve Gaelle Giraud, Pompeu Fabra University
Alana D. Dorris, University of Queensland

We describe a laboratory study designed to examine what happens when subordinates perceive high performance work demands as abusive. Drawing on theory and empirical work in the areas of Affective Events Theory (AET), attribution theory, justice theory, workplace deviance and abusive supervision, we hypothesized and found that abusive as compared to neutral and supportive supervisory behavior adversely affected participants' affect, perceptions of

abusive behavior, performance, and retaliatory behaviors. We also found that negative affect is positively related to perceptions of abuse and that external attributions for abusive supervisory behavior are negatively related to perceptions of abuse, negative affect, and retaliatory behavior. We conclude that a variety of intrapersonal factors and work demands interact, influencing the attribution and affective responses of subordinates resulting in different perceptions among subordinates of the same objective work demands.

When Being the Star Hurts More: Moderators in the Relationship between Abusive Supervision and Ostracism

Zhenyu Yuan, University of Iowa
Ning Li, University of Iowa
Pengcheng Zhang, Huazhong University of Science and Technology
Jiexin Wang, Texas A&M University

Extant research on abusive supervision has focused on either the supervisor-subordinate dyad or the team level without recognizing the possibility that abusive supervision may be distributed unevenly within a team (e.g., individuals embedded in teams). In the current study, we test the effect of relative abusive supervision within a team on ostracism. Furthermore, relative job performance and conscientiousness are incorporated as moderators that may exacerbate this effect. Using multisource data collected from teams in several organizations located in China, we found good support for our study hypotheses. We discuss the study contributions and implications for abusive supervision research.

About to Burst: How State Self-Regulation Affects the Enactment of Bullying Behaviors

Charm McAllister, Florida State University
Pamela Perrewe, Florida State University

This study proposes that the relationship between perceptions of abusive supervision and the enactment of bullying behaviors is mediated by state self-regulation, and that active coping moderates the relationship between state self-regulation and bullying. Further, we analyze whether the situational context (e.g., positive or negative) affects individuals' levels of regulatory resource depletion and ultimately, the extent to which they engage in bullying behaviors. A moderated mediation analysis using time-separated data comprised of 138 participants provided support for our hypotheses, suggesting that state self-regulation mediates the relationship between perceptions of abusive supervision and the enactment of bullying behaviors.

128. Baby Steps: An Introduction to Latent Growth Curve Modeling Co-sponsored by the Research Methods Division of the Academy of Management

PDI - Methods
Saturday, 9:00 to 10:30 am
Marriott City Center: Charlotte E

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

Panelist:

Lisa Schurer Lambert, Georgia State University

OFF-SITE CORPORATE VISITS

129. Blumenthal Performing Arts Center Tour

Off Campus Event

Saturday, 9:45 to 11:00 am

Off-Site: Blumenthal Performing Arts

If you are a fan of the arts, you will not want to miss the behind the scenes tour of the Blumenthal Performing Arts Center located a few blocks from the Marriott. Our session includes an actual behind the scenes tour of the many different venues housed at the Blumenthal and a discussion with the people who make the theater run. Preregistration and a \$10 fee is required to attend this session. To sign up, please visit

<http://www.southernmanagement.org/events/EventDetails.aspx?alias=sma2016>

and add it to your registration. Please meet in the lobby of the Marriott 20 minutes before the tour begins.

Coordinator:

Joy H. Karriker, East Carolina University

130. Meet the NASCAR Managers

Off Campus Event

Saturday, 10:45 to 12:00 pm

Off-Site: NASCAR Hall of Fame

If you did not get enough NASCAR on Friday night, you will want to join us for a discussion with the people who manage NASCAR. This session will take place in a meeting room at the NASCAR Hall of Fame and include several managers of NASCAR who will give you an idea of what their job entails followed by a Q&A. Preregistration and a \$10 fee is required to attend this session. To sign up, please visit

<http://www.southernmanagement.org/events/EventDetails.aspx?alias=sma2016>

and add it to your registration. Please meet in the lobby of the Marriott 20 minutes before the tour begins.

Coordinator:

Joy H. Karriker, East Carolina University

131. Marriott Behind the Scenes

Off Campus Event

Saturday, 11:00 to 12:30 pm

Off-Site: Marriott Backstage

After spending a few nights in the Marriott we expect that you will be curious about "How They Do That!" The Charlotte Marriott City Center is the ONLY Marriott that has implemented the innovations you witnessed during your stay. Join us for a behind the scenes tour and a chat with the staff who made it happen. Preregistration and a \$10 fee is required to attend this session. To sign up, please visit

<http://www.southernmanagement.org/events/EventDetails.aspx?alias=sma2016>

to add it to your registration. Please meet in the lobby of the Marriott 15 minutes before the tour begins.

Coordinator:

Joy H. Karriker, East Carolina University

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CALL FOR PAPERS AND AUTHOR INSTRUCTIONS - SMA 2017 MEETING

October 24th-28th, 2017 – St. Petersburg Beach, FL – #SMA2017SPB

Submission Deadline: Monday April 24, 2017 11:59 pm EST

Submit papers and volunteer to review at: www.southernmanagement.org/meetings/2017

Program Chair: Garry L. Adams, Auburn University (adamsgl@auburn.edu)

SMA invites submissions for its 2017 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, professional development sessions, 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. We have made several changes to the submission process this year, so please take additional time to carefully read the announcement.

SUBMISSION AREAS AND TRACK CHAIRS

Track 1

- Entrepreneurship and Family Business
- Technology and Innovation

Chair: *Kincy Madison, Mississippi State University*
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Track 2

- Health Care
- Hospitality Management
- Public Administration

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Track 3

- Organization Theory
- International Management
- Management History

Chair: *Kimberly Ellis, Florida Atlantic University*
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Track 4

- Human Resources
- Research Methods

Chair: *Emilija Djurdjevic, University of Rhode Island*
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Track 5

- Careers
- Social Issues
- Diversity Issues
- Ethics

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Track 6

- Organizational Behavior

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Track 7

- Strategic Management

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Track 8

- Innovative Teaching*
- Management Education

Co-Chairs: *Jason Debode, Missouri State University*
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Track 9

- Symposia
- Local Engagement Sessions
- Professional Development Institute Sessions**

Chair: *Kevin Lowe, University of Auckland*
k.lowe@auckland.ac.nz

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review, Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each track. There also will be overall Outstanding Paper and Outstanding Doctoral Student Paper Awards. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission.

SUBMISSION GUIDELINES

- All submissions must be made online at <http://www.southernmanagement.org/meetings/2017/> no later than April 24, 2017 at 11:59 pm Eastern Standard Time. The deadline is firm and no extensions will be granted.
 - Only complete papers should be submitted. Incomplete or undeveloped papers will be returned without review.
 - Authors are expected to abide by the SMA Code of Ethics, available at http://c.ymcdn.com/sites/www.southernmanagement.org/resource/resmgr/Docs/Code_of_Ethics_2014.pdf
 - Before entering SMA's blind review process, all submitted papers will be evaluated via electronic plagiarism software (self and others). Papers that do not pass this evaluation will be returned to the authors and not be entered into SMA's blind review process.
 - Submitted papers must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers 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 2017 SMA meeting. Subsequent publication, with proper acknowledgement, is encouraged.
 - If a paper is accepted, at least one author (for panel discussions, every author) must register and present the work at the conference. If at least one author of an accepted paper is not registered for the conference by September 18, 2017, the paper will be removed from the program.
 - 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, etc. in more than three program sessions. The Rule-of-Three does NOT apply to Professional Development Institute (PDI) sessions.
 - The maximum length of paper submissions is 30 pages. This limit includes the entire paper (body of the text, notes, appendices, abstract, references, tables, and figures). Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
 - Paper format should follow the *Journal of Management's* Style Guide found at http://mc.manuscriptcentral.com/societyimages/jom/JOM%20specific%20style%20guide_May%202013%20update.pdf
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 - A sample of a correctly formatted paper can be found at <http://mc.manuscriptcentral.com/societyimages/jom/JOM-Paper-Template.pdf>

***INNOVATIVE TEACHING** - SMA sponsors a track focused on innovative teaching and management education to showcase best practices in teaching and curricular design. Submissions to this track should describe an innovative teaching technique or curricular innovation and propose an engaging format for sharing the innovation in a 10-15 minute presentation. With the exception of the word limit, which is 2,000 words, proposals are to be prepared according to the paper submission guidelines below.

****PAPER DEVELOPMENT INSTITUTE/SYMPOSIA/LOCAL ENGAGEMENT TRACK-** In a new initiative for the 2017 SMA conference, we have created a Track specifically for the review of Professional Development Institute (PDI), Local Engagement, and Symposia sessions. In the past, PDI sessions have been in the non-competitive portion of the SMA program, symposia have been submitted and reviewed by Track, and Local Engagement sessions (such as 2015's trip to the Tampa Bay Buccaneer facilities) have been vetted and reviewed by the conference committee. Under the new initiative, Track 9 will be a competitive track coordinated by **Kevin Lowe, University of Auckland**.

- A Professional Development Institute (PDI) session is typically an expert session of relatively broad interest to the SMA membership. Examples of past sessions include Research Methodology sessions and panels, sessions on Transitioning into Academic Administration, and SMA Fellows sessions. On the other hand, a symposium can be in either a panel format or a presenter format. A panel symposium engages a group of panelists in a formal, interactive discussion around a particular topic. A presenter symposium involves a collection of authored papers revolving around a common theme. Finally, the Local Engagement sessions are being restructured to the following specifications. Each session should be structured in two parts, 1) a SMA program session where a member of the local organization linked to the session comes in and offers a practice-oriented session on the organization and its relevance to the educational community, and 2) a site visit where SMA members get to visit the organization (typically on the Saturday of the conference). The Local Engagement session should be multidimensional in nature, designed to stimulate interest with participants from research, teaching, and/or practice perspectives.

PDI/symposium/Local Engagements sessions are NOT blind reviewed and will be judged on overall quality, innovativeness, relevance and interest to SMA members, and potential contribution to the SMA membership and program.

- If a PDI/symposium/Local Engagement session is accepted, all participants must register and present their portion of the session at the conference.
- A PDI/symposium/Local Engagement submission must include:
 - A title page with the title of the session, the complete formal name and contact information for all participants, an abstract (100 word maximum), and 3 key words identifying the major subject of the session.
 - A 3-5 page overview of the PDI/symposium/Local Engagement. This page limit applies to the body of the text, notes, and appendices, but excludes any references, tables, or figures.
 - An explanation of why the PDI/symposium/Local Engagement session would be of interest to the SMA membership.
 - A 2-5 page synopsis of **each** presentation (for presenter symposia only). This page limit applies to the body of the text, notes, and appendices, but excludes any abstract, references, tables, or figures.
 - A summary of the panelists' discussion (for panel symposia only).
 - A description of the symposium's format (e.g., who will be presenting first, whether there will a Q & A, etc.).
 - A statement from the organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the entire symposium, and they are not in violation of the rule of three."
- Nonconforming submissions will be returned without review. Please contact Kevin Lowe at k.lowe@auckland.ac.nz with any questions.

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CARMA, the Consortium for the Advancement of Research Methods and Analysis, is an interdisciplinary consortium devoted to helping faculty, graduate students and professionals learn of current developments in various areas of research methods and statistics. Our focus in research methods is relevant to the management and organizational sciences. CARMA is a non-profit unit at the University of Nebraska-Lincoln, College of Business Administration.

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Throughout the upcoming academic year, CARMA delivers 10 live webcasts on various research methods topics which you may view if you are at a member school. Recordings of these live webcasts are subsequently placed into our video library, which can be accessed at any time throughout the year. The scheduled presenters and topics for this year's program can be found on our website under "Current Webcast Programs".

November 04, 2016

- Dr. David Harrison, University of Texas, Austin
- Topic: Moderation/Mediation

December 02, 2016

- Dr. Adam Meade, North Carolina State
- Topic: Careless Responding

January 09, 2017

- Dr. Fritz Drasgow, University of Illinois
- Topic: Personality Assessment

January 27, 2017

- Dr. Richard Bagozzi, University of Michigan
- Topic: SEM for Small Groups
- Dr. Scott Turner, University of South Carolina
- Topic: Mixed Methods

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<http://cba.unl.edu/carma>

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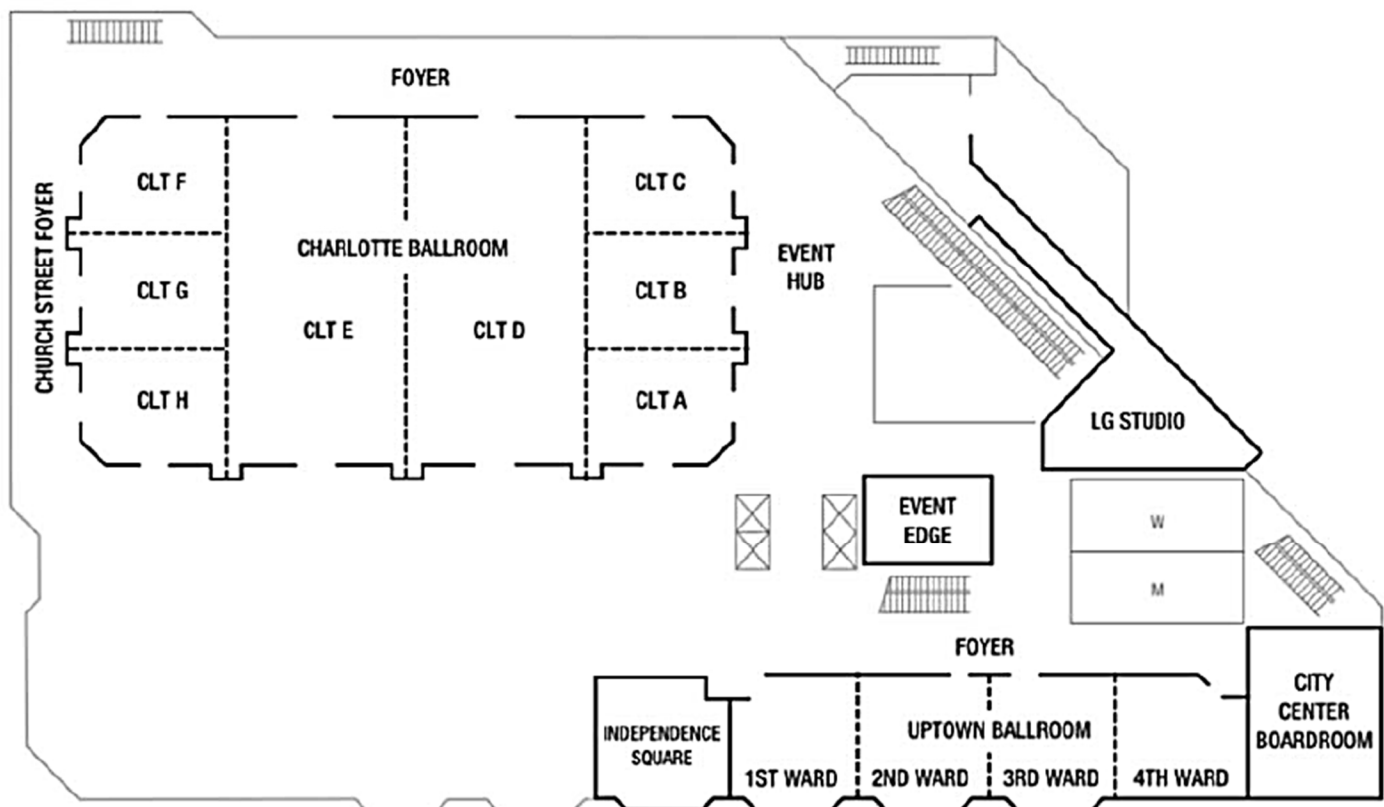
Jeremy Short, University of Oklahoma

Hetty van Emmerik, Maastricht University

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EDITOR: Patrick M. Wright, *University of South Carolina*

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