

# S·M·A

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SOUTHERN  
MANAGEMENT  
ASSOCIATION



**2021 Meeting of the Southern Management Association  
Hotel Monteleone, New Orleans, LA  
November 2-6, 2021**

**#SMA2021NOLA**

**Program also available on WHOVA and at <https://smgmt.org/sma2021/>**

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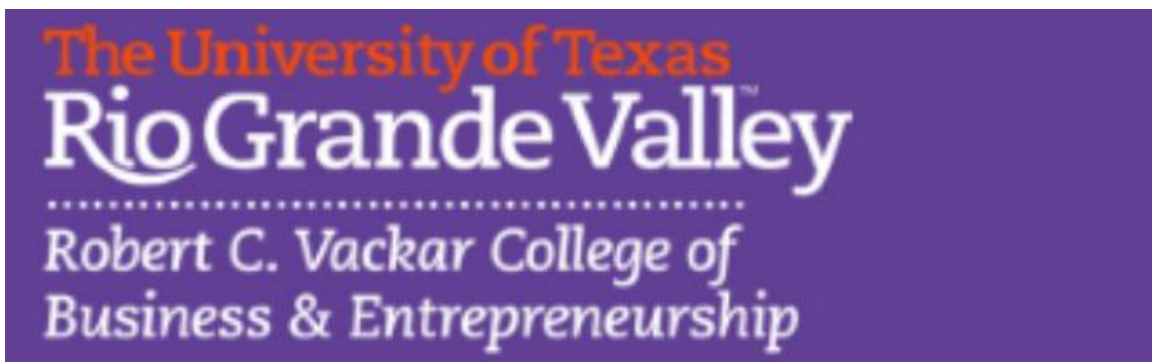


## Awards (continued)



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## **Welcome to SMA 2021 and New Orleans!**

We are so glad to be here with all of you in person, sharing both in scholarship and fellowship. The Program Committee has been working hard all year to bring our members back together and bring SMA back to New Orleans, both of which we have missed for far too long. The city is among the most welcoming in the world, and we hope you enjoy not only all that the conference has to offer, but also the city, the culture, and the food. There are several great restaurants near the conference hotel. And, of course, we are right in the French Quarter, with all of the exceptional opportunities that come with it.

Next, we provide a brief outline of the program highlights. We look forward to seeing you around the conference, and hope you have a magnificent time. Thanks for being here, and welcome back!

Warmest regards,

Russell Crook, Program Chair

Rachel Frieder, Program Chair Elect

# **PROGRAM HIGHLIGHTS and OVERVIEW OF THE SESSIONS**

In addition to the paper session portion of the program, SMA offers a variety of **Professional Development Institute (PDI)** sessions scheduled throughout the conference. Some of these are highlighted below, and specific descriptions of all PDI sessions can be found in the program and in WHOVA. The best overall conference, overall doctoral student, and best papers in each track are designated in the program. These awards will be presented on Wednesday at 5:45pm in the Galerie de Galatoire (across street from Hotel Monteleone). Please see WHOVA for specific Tracks of interest.

## **Registration/Coffee & Networking Breaks**

- SMA Registration & Solutions, Café SMA – Wednesday, 1pm-5pm; Thursday, 8am-4:45pm; Friday, 8am-4:45pm; Saturday, 9am-12pm in Queen Anne Ballroom- Mezzanine I
- SMA Networking Break, Thursday & Friday, 10:00am-10:15am, 2:45pm-3:15pm in Queen Anne Ballroom- Mezzanine I

## **Tuesday (November 2)**

- 5:00pm – 7:00pm in Riverview – SMA Pre-Conference/ Consortia Registration – Consortia & Board
- 7:00pm - 8:00pm in Riverview - SMA Consortia & Board Welcome Reception

## **Wednesday (November 3)**

- 8:00am – 8:30am in Queen Anne Ballroom – Mezzanine Level – Registration – for PDIs
- 8:00am – 8:30am in Royal A – Ground Floor – All Consortium Breakfast
- 8:00am – 4:45pm in Orleans C and Bienville A – Networking/Collaboration Room
- 8:30am – 12:00pm in Royal Salon – Ground Floor – Early Stage Doctoral Consortium
- 8:30am – 12:00pm in Royal C/D – Ground Floor – Late Stage Doctoral Consortium
- 8:30am – 12:00pm in Queen Anne B – Mezzanine Level – Pre-Doctoral Consortium
- 9:00 am – 10:15am in Riverview – Executive Board Meeting (invitation only)
- 9:00 am – 2:00pm – Timberlane Golf and Recreation (Off Premises) – SMA Southern Scramble Golf Tournament
- 10:30am – 12:00pm in Riverview – New Board Member Meeting
- 12:00pm – 1:15pm in Galerie de Galatoire (across street from Hotel Monteleone) – Lunch – Consortia & Board
- 1:00pm – 5:00pm – in Queen Anne Ballroom – Mezzanine Level – Registration Desk & Solutions Desk
- 1:15pm – 4:40pm in Riverview – Outgoing Board Member Meeting
- 1:15pm – 5:00pm in Royal Salon – Ground Floor – Early Stage Doctoral Consortium
- 1:15pm – 5:00pm in Royal C/D – Ground Floor – Late Stage Doctoral Consortium
- 1:15pm – 5:00pm in Queen Anne B – Mezzanine Level – Pre-Doctoral Consortium
- 1:30pm – 4:00pm in Royal B – Ground Floor – Faculty Consortium
- 5:00pm – 5:45pm in Galerie de Galatoire (across street from Hotel Monteleone) – Red Carpet Photos (For award winners only/invitation only)
- 5:45pm – 6:15pm in Galerie de Galatoire (across street from Hotel Monteleone) – Awards Ceremony
- 6:15pm – 7:30pm in Galerie de Galatoire (across street from Hotel Monteleone) – SMA Welcome Reception
- 7:30pm – 9:00pm in Royal Salon – Ground Floor – SMA Improv

## **Thursday (November 4)**

- 7:30am – 9:00am – Café SMA in Queen Anne Ballroom – Mezzanine Level
- 8:00am – 8:30am Poolside – Yoga
- 8:00am – 4:45pm in Orleans C, Bienville A, and Bienville B – Networking/Collaboration Room
- 8:00am – 4:45pm in Queen Anne Ballroom – Mezzanine Level – Registration Desk, Solutions Table, & Exhibitors
- 8:30am – 10:00am in Orleans A – Second Floor – Covid Impacts on Health Care and Commerce
- 8:30am – 10:00am in Royal B – Ground Floor – Military, Nonprofits, and Mentoring
- 8:30am – 10:00am in Orleans B – Second Floor – Born This Way: Understanding the Entrepreneur as Individual
- 8:30am – 10:00am in Royal D – Ground Floor – Examining Values, Privilege, and Forgiveness in the Classroom
- 8:30am – 10:00am in Queen Anne A – Mezzanine Level – Scholarly Conversations on Macro Research and Professional Development
- 8:30am – 10:00am in Royal Salon – Ground Floor – Now We Got Bad Blood: A Symposium on Counterproductive Work Behavior Research
- 8:30am – 10:00am in Vieux Carre – Using Meta-Sen To Assess the Trustworthiness of Meta-Analytic Findings
- 8:30am – 10:00am in Riverview – Lights, Camera, Action: Moving Towards Excellence with Online Teaching Video Technology
- 8:30am – 10:00am in Royal A – Ground Floor – Methodological Issues
- 8:30am – 10:00am in Royal C – Ground Floor – Can I Get a Little Help? Helping and Citizenship Behavior

## **Program Highlights (Continued)**

### **Thursday (November 4 - continued)**

- 8:30am – 10:00am in Orleans D – Second Floor – Changes: Flexibility, Adaptation, and Strategic Change
- 10:00am – 10:15am in Queen Anne Ballroom – Mezzanine Level – Networking Break
- 10:15am – 11:45am in Orleans A – Second Floor – Leadership in Public and Health Care Settings
- 10:15am – 11:45am in Royal B – Ground Floor – Nonmarket Activities and Performance
- 10:15am – 11:45am in Orleans B – Second Floor – Let's Get It Started: Entrepreneurial ENTentions
- 10:15am – 11:45am in Royal D – Ground Floor – Using the External Environment and Resources for Classroom Innovation
- 10:15am – 11:45am in Vieux Carre - Allyship in Science: Reflections from the Editors on Pathways to Inclusion
- 10:15am – 11:45am in Riverview – Intro to Longitudinal Data Analysis
- 10:15am – 11:45am in Queen Anne A – Mezzanine Level - Method Variance
- 10:15am – 11:45am in Royal Salon – Ground Floor - Multilevel Concepts and Principles
- 10:15am – 11:45am in Royal C – Ground Floor - Still Checking Emotions at the Door? How About Those Work Outcomes!
- 10:15am – 11:45am in Orleans D – Second Floor - Bulls on Parade: Strategy and the Investment Community
- 10:15am – 11:45am in Royal A – Ground Floor - Work Family/ Boundary(less) Working
- 11:45am – 1:15pm in Queen Anne B – Mezzanine Level - Track Chair Lunch (By Invitation Only)
- 1:15pm – 2:45pm in Board Room – Talk with SMA Past President
- 1:15pm – 2:45pm in Royal B – Ground Floor - Racial Issues in the Workplace
- 1:15pm – 2:45pm in Orleans B – Second Floor - Come Together: Partners, Stakeholders, and Networks in Entrepreneurship
- 1:15pm – 2:45pm in Vieux Carre - Innovations in Personality Research
- 1:15pm – 2:45pm in Royal Salon – Qualitative Comparative Analysis (QCA)
- 1:15pm – 2:45pm in Riverview - Using Spline Regression to Study Congruence in Organizational Research
- 1:15pm – 2:45pm in Orleans A – Second Floor - PsyCap, Covid, and Pressures, Oh, My!
- 1:15pm – 2:45pm in Royal A – Ground Floor - Human Resource Management
- 1:15pm – 2:45pm in Royal D – Ground Floor - Approaching the Dark Side: Understanding its Influence
- 1:15pm – 2:45pm in Bienville C – Second Floor - Time to Stand: It's About Justice and Leveled Fields
- 1:15pm – 2:45pm in Royal C – Ground Floor - Stay Focused: Leader Mindfulness, Gratitude and Community Building
- 1:15pm – 2:45pm in Orleans D – Second Floor - Losing My Religion: Corporate Misconduct and Companies in Crisis
- 2:45pm – 3:15pm in Queen Anne Ballroom – Mezzanine Level – Networking Break
- 3:15pm – 4:45pm in Queen Anne Parlor - Multi-Theoretical Perspectives on Organizational Fit
- 3:15pm – 4:45pm in Orleans B – Second Floor - Let's Get Digital: Let Me Hear Your Info Talk
- 3:15pm – 4:45pm in Royal Salon - Incubator for Management Education Scholarship
- 3:15pm – 4:45pm in Queen Anne A – Mezzanine Level - Successful Careers Outside Research-Intensive Universities
- 3:15pm – 4:45pm in Vieux Carre – Open Science
- 3:15pm – 4:45pm in Orleans A – Second Floor - So, you want to expand internationally?
- 3:15pm – 4:45pm in Bienville C – Second Floor -The Bad Leaders are Here! Arming to Mitigate
- 3:15pm – 4:45pm in Orleans D – Second Floor - Insane in the Brain: Sociocognitive Perspective in Strategy
- 5:30pm – 6:30pm in Royal Ballroom Ground Floor – SMA Town Hall / Business Meeting
- 6:30pm – 7:30pm in Galeria de Galatoire (across street from Hotel Monteleone) - Presidential & Hunt Award Reception
- 7:45pm – 10:00pm in Riverview - SMA Late Night Networking - Academic Trivia Challenge

### **Friday (November 5)**

- 7:30am – 8:30am Board Room – Mezzanine Level - Incoming Program Chair & Doc Coordinator Breakfast (By Invitation Only)
- 8:00am – 8:30am Poolside – Yoga
- 8:00am – 4:45pm in Queen Anne Ballroom – Mezzanine Level – Registration Desk, Solutions Table, Exhibitors, & Café SMA
- 8:00am – 4:45pm in Orleans C, Bienville A, and Bienville B – Networking/Collaboration Room
- 8:30am – 10:00am in Royal B – Ground Floor - Multi-Theoretical Perspectives on Leadership and Performance
- 8:30am – 10:00am in Orleans B – Second Floor - I'm Coming Out, We Want the World to Know, It's an Emerging Economy Show
- 8:30am – 10:00am in Royal Salon - Post-Pandemic Reset: Launching, Building and Maintaining a Career
- 8:30am – 10:00am in Riverview–Playtime in the Classroom: An interactive Symposium Exploring the Use of Gaming to Increase Student Engagement in Management Education
- 8:30am – 10:00am in Queen Anne A – Mezzanine Level - Current Developments in Leader Member Exchange (LMX): An Interactive Incubator
- 8:30am – 10:00am in Vieux Carre - Management Education in a Post-Pandemic World
- 8:30am – 10:00am in Orleans A – Second Floor - Neoliberal orgs and self-regulation: A look across time
- 8:30am – 10:00am in Royal C – Ground Floor - Dyads, Groups, and Teams
- 8:30am – 10:00am in Orleans D – Second Floor - Nuthin' But a G Thang: CEOs and Corporate Governance
- 8:30am – 10:00am in Royal D – Ground Floor - Stress and the Pandemic
- 10:15am – 11:45am in Royal B – Ground Floor - Impact of Female Board Members on Strategy & Performance

## **Program Highlights (Continued)**

### **Friday (November 5 - continued)**

- 10:15am – 11:45am in Orleans B – Second Floor - It Takes Two to Make a Venture Go Right, It Takes More to Make It Out of Sight: Entrepreneurial Partnerships and Collaboration
- 10:15am – 11:45am in Royal Salon - Leading Diversity, Equity, & Inclusion in Business Schools
- 10:15am – 11:45am in Riverview- Exploratory/Confirmatory Factor Analysis
- 10:15am – 11:45am in Queen Anne A – Mezzanine Level - Dyadic Designs and Analysis in Organizational Research
- 10:15am – 11:45am in Royal A – Ground Floor - Employees and Executives
- 10:15am – 11:45am in Royal D – Ground Floor - Impact of Leadership on Employees and Beyond
- 10:15am – 11:45am in Royal C – Ground Floor - The Comfort of Home? Challenges and Considerations of Remote Work
- 10:15am – 11:45am in Orleans D – Second Floor - Come As You Are: Strategic Implications of CEO Personality and Demography
- 12:00pm – 1:15pm in Vieux Carre - SMA Board Lunch
- 1:15pm – 2:45pm in Board Room – Mezzanine Level - Talk with SMA Past President
- 1:15pm – 2:45pm in Royal B – Ground Floor - Can You Have It All? Families & Careers
- 1:15pm – 2:45pm in Orleans B – Second Floor - It's the End of the World as We Know It, Are These Firms Fine?
- 1:15pm – 2:45pm in Royal D – Ground Floor - Wanna Play A Game? Engagement through Gamification and Simulations
- 1:15pm – 2:45pm in Queen Anne B – Mezzanine Level - Doctoral Student Networking Workshop: Peer Networking Through Writing Groups
- 1:15pm – 2:45pm in Royal Salon - Allying & Advocating in the Classroom and Beyond
- 1:15pm – 2:45pm in Queen Anne A – Mezzanine Level - So You Want to Conduct an Experience Sampling Study?
- 1:15pm – 2:45pm in Royal C – Ground Floor - People & CSR/The People in People, Planet, Profit
- 1:15pm – 2:45pm in Orleans D – Second Floor - What I Got: Leading at the Top
- 1:15pm – 4:00pm in Vieux Carre - SMA Board Meeting
- 2:45pm – 3:15pm in Queen Anne Ballroom – Mezzanine Level – Networking Break
- 3:15pm – 4:45pm in Orleans B – Second Floor - I've Got Friends in Cash Flow Places: Research on Crowdfunding
- 3:15pm – 4:45pm in Queen Anne A – Mezzanine Level - Unlocking the Magic of Words (and More): A Content Analysis Workshop
- 3:15pm – 4:45pm in Royal Salon - Practical Data Cleaning
- 3:15pm – 4:45pm in Orleans D – Second Floor - Where It's At: In Pursuit of Innovation
- 5:00pm – 6:00pm NOLA Wine Down (RSVP Required)
- 6:15pm – 6:30pm SMA Block Party Kickoff – Meet in Lobby Area (Don't Be Tardy for this (Pre)-Party!!)
- 6:30pm – 9:30pm in Royal Room Area – Ground Floor – SMA Block Party

### **Saturday (November 6)**

- 8:00am – 12:00pm in Orleans C, Bienville A, and Bienville B – Networking/Collaboration Room
- 8:30am – 12:00pm in Queen Anne Ballroom – Mezzanine Level – Registration Desk, & Solutions Table, Exhibitors, & Cafe SMA
- 9:00am – 10:30am in Royal B – Ground Floor - What Did They Say? Communications Strategies in the Workplace
- 9:00am – 10:30am in Orleans B – Second Floor - The Right Stuff: Entrepreneurial Resources and Positioning
- 9:00am – 10:30am in Royal D – Ground Floor - Embracing Learning and Relationship Building
- 9:00am – 10:30am in Orleans D – Second Floor - U Can't Touch This: Power and Status in Strategic Management
- 9:00am – 10:30am in Royal C – Ground Floor - Work Challenge and Relationships
- 10:00am – 12:00pm Offsite - JAMNOLA (Off-site, Pre-registration required)
- 10:00am – 1:00pm Offsite - Mardi Gras Museum (Off-site, Pre-registration required)

## **Download the official event app**

We are excited to use Whova as our event platform. Attendees, please download the Whova event app.

**Whova**





*SMA Mission Statement*

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

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

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

# SMA STRUCTURE

## OFFICERS

### President

Janaki Gooty, University of North Carolina at Charlotte

### President Elect

Lisa Schurer Lambert, Oklahoma State University

### Vice President and Program Chair

T. Russell Crook, University of Tennessee

### Vice President Elect and Program Chair Elect

Rachel Frieder, University of North Florida

### Treasurer

Scott Geiger, University of South Florida

### Controller

Erica Lawrence, East Carolina University

### Secretary and Membership Chair

Vickie Gallagher, Cleveland State University

### Past President

Hettie Richardson, Texas Christian University

## BOARD MEMBERS

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Kincy Madison, Oklahoma State University  
Frankie Weinberg, Loyola University New Orleans

### 2019-2022 Term

Carla D. Jones, Sam Houston State University  
Joy Karkiker, East Carolina University  
Sharon L. Segrest, University of South Florida

### 2020-2023 Term

Michael Abebe, The University of Texas Rio Grande Valley  
Melissa Carsten, Winthrop University  
Kimberly Ellis, Florida Atlantic University

## APPOINTED POSITIONS

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### Communications Coordinators

Tim Madden, East Carolina University

### Conference Coordinator

Nancy McIntyre, West Virginia University

### Sponsorship Chair

Bart Debicki, Towson University

### Chief Information Officer

Paul Johnson, University of Mississippi

## JOURNAL OF MANAGEMENT

### Editor

Brian Connelly, Auburn University

### Consulting Editors

Dave Ketchen, Auburn University  
Rob Ployhart, University of South Carolina

### Senior Associate Editors

Kris Byron, Georgia State University  
Zeki Simsek, Clemson University  
Chad H. Van Iddekinge, University of Iowa

## Associate Editors

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Mark C. Bolino, University of Oklahoma  
Melissa Cardon, University of Tennessee Knoxville  
Jim Combs, University of Central Florida  
Gokhan Ertug, Singapore Management University  
Rebecca Greenbaum, Rutgers University  
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Jason Huang, Michigan State University  
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Sali Li, University of South Carolina  
Toyah Miller, University of Texas at Dallas  
Christopher Rosen, University of Arkansas  
Pauline Schilpzand, Oregon State University  
April Wright, University of Queensland  
Chia-Huei Wu, University of Leeds  
Tieying Yu, Boston College

## Managing Editor

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## FELLOWS

### Dean

Bruce Lamont, Florida State University

### Associate Dean

Tyge Payne, Texas Tech University

### Historian

Jon. C. Carr, North Carolina State University

### Active Fellows

David Allen, Texas Christian University  
Neal Ashkanasy, University of Queensland  
M. Ronald (Mike) Buckley, University of Oklahoma  
Jon. C. Carr, North Carolina State University  
James G. Combs, University of Central Florida  
Brian L. Connelly, Auburn University  
Russell Cropanzano, University of Colorado  
Russell Crook, University of Tennessee  
Angelo DeNisi, Tulane University  
William L. Gardner, Texas Tech University  
Mark B. Gavin, West Virginia University  
Janaki Gooty, University of North Carolina-Charlotte  
Lucy Gilson, University of Connecticut  
Wayne Hochwarter, Florida State University  
Dave Ketchen, Auburn University  
Lisa Schurer Lambert, Oklahoma State University  
Bruce Lamont, Florida State University  
Kevin Lowe, University of Sydney  
Tyge Payne, Texas Tech University  
Chuck Pierce, University of Memphis  
Hettie Richardson, Texas Christian University  
Terri A. Scandura, University of North Texas  
Chris Shook, University of Montana  
Jeremy C. Short, University of North Texas  
Sherry Sullivan, Bowling Green State University  
Bennett Tepper, Ohio State University  
Robert Vandenberg, University of Georgia  
Larry Williams, Texas Tech University  
Margaret Williams, Texas Tech University  
Dave Woehr, University of North Carolina-Charlotte  
Shaker A. Zahra, University of Minnesota

### Emeritus Members

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Tim Barnett  
Arthur G. Bedeian  
John D. Blair  
Archie B. Carroll  
W. Jack Duncan  
William Fox

Robert Fulmer  
Daniel C. Feldman  
Gerald R. Ferris  
Robert C. Ford  
Charles R. Greer  
Bill Holley  
K. Michele (Micki) Kacmar  
J. Bernard Keys  
Mark Martinko  
Bruce M. Meglino  
Kevin W. Mossholder  
Pamela Perrewé  
Anson Seers  
Paul Spector  
Hetty van Emmerik  
Dennis Ray  
Vida Scarpello  
David D. Van Fleet  
Daniel A. Wren  
Myron D. Fottler  
Theodore T. Herbert  
David D. Van Fleet

## Inactive Fellows

Ricky W. Griffin, Texas A&M University  
Chester Schriesheim, University of Miami

## In Memoriam

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

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

2021 Margaret Williams, Texas Tech University  
2020 Jim Combs, University of Central Florida  
2019 Tim Barnett, Mississippi State University  
2018 Terri Scandura, University of Miami  
2017 William Gardner, Texas Tech University  
2016 Archie B. Carroll, University of Georgia  
2015 Charles R. (Bob) Greer, Texas Christian University  
2014 Mark B. Gavin, West Virginia University  
2013 Kevin W. Mossholder, Auburn University  
2012 Mark Martinko, University of Queensland  
2011 GERALYN McClure Franklin, Stephen F Austin State University  
2010 K. Michele (Micki) Kacmar, University of Alabama  
2009 Chester Schriesheim, University of Miami  
2008 Pamela Perrewé, Florida State University  
2007 W. Jack Duncan, University of Alabama at Birmingham  
2006 Robert C. Ford, University of Central Florida  
2005 David D. Van Fleet, Arizona State University  
2004 Arthur G. Bedeian, Louisiana State University  
2003 James G. (Jerry) Hunt, Texas Tech University

\*Affiliations are at time of award

## PAST PRESIDENTS\*

Garry Adams	Auburn University	(2018-2019)
K. Michele (Micki) Kacmar	Texas State University	(2017-2018)
**James G. Combs	University of Central Florida	(2016-2017)
**Christopher L. Shook	University of Montana	(2015-2016)
James G. Combs	University of Central 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)
William L. Gardner	Texas Tech University	(2006-2007)
Anson K. Seers	Virginia Commonwealth University	(2005-2006)
Christine M. Riordan	Texas Christian University	(2004-2005)
Terri A. Scandura	University of Miami	(2003-2004)
Kevin W. Mossholder	Louisiana State University	(2002-2003)
Donna E. Ledgerwood	University of North Texas	(2001-2002)
Tammy G. Hunt	University of North Carolina Wilmington	(2000-2001)
Pamela L. Perrewé	Florida State University	(1999-2000)
Vida G. Scarpello	Georgia State University	(1998-1999)
Chester A. Schriesheim	University of Miami	(1997-1998)
Mark J. Martinko	Florida State University	(1996-1997)
Rose L. Knotts	University of North Texas	(1995-1996)
David D. Van Fleet	Arizona State University West	(1994-1995)
Robert C. Ford	University of Central Florida	(1993-1994)
J. Bernard Keys	Georgia Southern University	(1992-1993)
Charles R. Greer	Texas Christian University	(1991-1992)
Daniel S. Cochran	Mississippi State University	(1990-1991)
John A. Pearce II	George Mason University	(1989-1990)
James G. Hunt	Texas Tech University	(1988-1989)
W. Alan Randolph	University of South Carolina	(1987-1988)
B. Wayne Kemp	University of Tennessee Martin	(1986-1987)
Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)
Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	University of North Carolina at Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas at Austin	(1967-1968)
Claude S. George, Jr.	University of North Carolina at Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
***William M. Fox	University of Florida	(1962-1963)
***Leon C. Megginson	Louisiana State University	(1961-1962)
***Claude S. George, Jr.	University of North Carolina at Chapel Hill	(1960-1961)
****Howard R. Smith	University of Florida	(1957-1958)
****Edward H. Anderson	University of Florida	(1955-1956)
****Gustav T. Schwenning	University of Florida	(1947-1948)

\* *Affiliations are at time of office.*

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

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

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

# 2021 SMA CONFERENCE COMMITTEE

## 2021 PROGRAM COMMITTEE

### VICE PRESIDENT AND PROGRAM CHAIR

T. Russell Crook, University of Tennessee

### VICE PRESIDENT ELECT AND PROGRAM CHAIR ELECT and PROFESSIONAL DEVELOPMENT INSTITUTE COORDINATOR

Rachel Frieder, University of North Florida

### CONFERENCE COORDINATOR

Nancy McIntyre, West Virginia University

### EXECUTIVE DIRECTOR

David Nershi, CAE

### WEBMASTER

Paul Johnson, University of Mississippi

### PRESIDENT ELECT

Lisa Schurer Lambert, Oklahoma State University

### TREASURER

Scott W. Geiger, University of South Florida St. Petersburg

### VOLUNTEER COORDINATORS

Randy Evans, University of Tennessee Chattanooga

Karen Landay, University of Missouri-Kansas City

## SMA 2021 TRACK CHAIRS

### TRACK 1: ENTREPRENEURSHIP AND FAMILY

#### BUSINESS/TECHNOLOGY AND INNOVATION

Co-Chairs: Jennifer Sexton, *Mississippi State University*  
Erik Markin, *Mississippi State University*

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

Chair: Dan Marlin, *University of South Florida*

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

Chair: Bill Gillis, *University of South Alabama*

### TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

Chair: Vishal K. Gupta, *University of Alabama*

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

Chair: Sean Lux, *Texas Tech University*

### TRACK 6: ORGANIZATIONAL BEHAVIOR

Co-Chairs: Robyn Brouer, *University of South Alabama*  
Angela Miles, *North Carolina Central University*

### TRACK 7: STRATEGIC MANAGEMENT

Co-Chairs: Tim Michaelis, *Northern Illinois University*  
Miles Zachary, *Auburn University*

### TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Chair: Eva Cowell, *University of Tennessee*

### TRACK 9: PDI/SYMPOSIA

Chair: Rachel Frieder, *University of North Florida*



## BEST OVERALL PAPER COMMITTEE MEMBERS

Tim Barnett, Brian Connelly, Dave Ketchen, Wayne Hochwarter, Tyge Payne, and Shaker Zahra

## BEST PAPER IN TRACK COMMITTEES

Kristie Abston, John Berns, Jonathan Bundy, Frank Butler, Sanjay Chaudhary, Brian Connelly, Justin DeSimone, Parker Ellen, Eric Ford, Scott Geiger, Rich Gentry, Aaron Hill, Golshan Javadian, Jason Kiley, Jim Lemoine, Michael Lerman, Ludvig Levasseur, Laci Lyons, Ben McLarty, Shane Reid, Stephanie Seitz Gabby Swab, John Upson, Justin Webb, Gia Wiggins, and Jun Yang

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

Lisa Schurer Lambert, Chair, Stephanie Castro, James Combs, William Gardner, and Pam Perrewé

## BEST REVIEWERS

Mirzokhidjon Abdurakhmonov, Joshua Bendickson, Kaitlyn DeGhetto, Justin DeSimone, Diane Lawong, Benjamin McLarty, Kaushik Mukherjee, Owen Parker, and Chad Seifried

## PAPER DEVELOPMENT WORKSHOP MENTORS

Jon Carr, Wayne Hochwarter, Bruce Lamont, and Hettie Richardson

# 2021 SMA AWARDS

## BEST OVERALL CONFERENCE PAPER

*Sponsored by: Mississippi State University - Department of Management & Information Systems*

*Too Much Psychological Capital? Exploring Curvilinear Relationships between PsyCap and Performance Prior to and After the COVID-19 Crisis*

Vivien Jancenelle, University of Houston-Clear Lake

## BEST OVERALL DOCTORAL STUDENT PAPER

*Sponsored by: University of Texas Rio Grande Valley - Vackar College of Business & Entrepreneurship*

*Elevating the CEO: The Consequences of Firm Efforts to Promote their New CEO*

Hyunjung Yoon, University of Georgia

Daniel Gamache, University of Georgia

Jason Kiley, Clemson University

Michael Pfarrer, University of Georgia

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

*Sponsored by: Texas Tech University - Rawls College of Business*

Margaret L. (Peg) Williams, Texas Tech University

## BEST PAPER BY TRACK

### **TRACK 1: ENTREPRENEURSHIP AND FAMILY BUSINESS/TECHNOLOGY AND INNOVATION (Sponsored by: University of Mississippi)**

*Firm Financial Distress after Owner-Manager Sudden Death*

Massimo Bau, Jönköping University  
Francesco Chirico, Macquarie University  
Kimberly Eddleston, Northeastern University  
Philipp Sieger, University of Bern

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

*Exploring Organizational Generational Cohorts and Leadership Behavior on Job Satisfaction, Intent to Turnover, and Leadership Performance: An Empirical Analysis of Federal Employees*

Sally Selden, The Citadel, Military College of South Carolina  
Jyoti Aggarwal, University of Lynchburg

### **TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY (Sponsored by: Cleveland State University)**

*Too Much Psychological Capital? Exploring Curvilinear Relationships between PsyCap and Performance Prior to and After the COVID-19 Crisis*

Vivien Jancenelle, University of Houston-Clear Lake

### **TRACK 4: HUMAN RESOURCES/RESEARCH METHODS (Sponsored by: Florida State University Center for Human Resource Management)**

*Training and Turnover: A Social Exchange Perspective*

Minjong Jun, Binghamton University-State University of New York

Rory Eckardt, Binghamton University-State University of New York

### **TRACK 5: CAREERS/SOCIAL ISSUES/DIVERSITY ISSUES/ETHICS (Sponsored by: University of North Texas)**

*Gender Differences in Core Self-Evaluations: A Meta-Analytic Review*

HeyIn Gang, Iowa State University  
Marc Anderson, Iowa State University  
Jim Summers, Iowa State University

### **TRACK 6: ORGANIZATIONAL BEHAVIOR (SPONSORED BY UNIVERSITY OF SOUTH ALABAMA)**

*CEO Narcissism and Firm Performance: Exploring Moderated and Curvilinear Relationships*

Scott Boswell, Commerce Trust Company  
Ekin Pellegrini, University of Missouri-St. Louis  
Thomas Eyssell, University of Missouri- St. Louis

### **TRACK 7: STRATEGIC MANAGEMENT (Sponsored by: Louisiana Tech)**

*Power and the People: CEO Structural Power Predicts Indifference Towards Social Stakeholders*

James Matusik, University of Georgia  
Radina Blagoeva, University of Georgia  
Braydon Shanklin, Brady, University of Georgia  
Daniel Gamache, University of Georgia

### **TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION**

*Business Model Canvas Game: Experience the Dynamics of a Competitive Marketplace*

Karen Eagle, Old Dominion University  
Mark McNeese, Florida State University

## BEST DOCTORAL STUDENT PAPERS BY TRACK

### **TRACK 1: ENTREPRENEURSHIP AND FAMILY BUSINESS/TECHNOLOGY AND INNOVATION (SPONSORED BY JOURNAL OF ETHICS & ENTREPRENEURSHIP)**

*Deciding to be Different: A Protocol Analysis of Entrepreneurs Positioning Their Ventures*  
Devin Burnell, Indiana University

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

*Using Latent JD-R Profiles to Predict Emergency Medicine Clinician Burnout During COVID-19*  
Jordan Gail Smith, Clemson University

### **TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY (Sponsored by: Cleveland State University)**

*Social Identity Theory and Leadership in the Neoliberal Organization: Challenges and New Directions*  
Andrew McBride, University of North Carolina at Charlotte  
Janaki Gooty, University of North Carolina at Charlotte  
Lauren Howe, University of Zurich

### **TRACK 4: HUMAN RESOURCES/RESEARCH METHODS MANAGEMENT (Sponsored by: Florida State University Center for Human Resource Management)**

*Don't Just Tell Me, Show Me: A Signaling Perspective on Fit Perceptions for LGBTQ+ Individuals*  
Cody Bradley, University of Arkansas  
Kristie Moergen, University of Arkansas  
Dorothea Roumpi, The Pennsylvania State University  
Lauren Simon, University of Arkansas

### **TRACK 5: CAREERS/SOCIAL ISSUES/DIVERSITY ISSUES/ETHICS (SPONSORED BY UNIVERSITY OF NORTH TEXAS)**

*I Get By With a Little Help from My Boss? Leader-Member Exchange as Moderator Between Surface Acting and Moral Disengagement*  
Kelly Manix, University of South Alabama

### **TRACK 6: ORGANIZATIONAL BEHAVIOR (SPONSORED BY UNIVERSITY OF SOUTH ALABAMA)**

*Licensed to be Deviant or Burdened to be a Good Citizen: A Dual Path Model of the Consequences of Ethical Voice*  
Nayantara Yadav, Auburn University  
Lei Huang, Auburn University  
Ted Paterson, Oregon State University  
Ian Mercer, Auburn University

### **TRACK 7: STRATEGIC MANAGEMENT (Sponsored by: Louisiana Tech)**

*Elevating the CEO: The Consequences of Firm Efforts to Promote their New CEO*  
Hyunjung Yoon, University of Georgia  
Daniel Gamache, University of Georgia  
Jason Kiley, Clemson University  
Michael Pfarrer, University of Georgia

### **TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION**

*Using Monroe's Motivated Sequence to Facilitate Engagement and Social Innovation*  
Kelly Manix, University of South Alabama  
Kristie Abston, Middle Tennessee State University

## **SMA 2021 REVIEWERS FOR OVERALL PROGRAM**

Mirzokhidjon Abdurakhmonov, Kristie Abston, Chris Adams, Katherine Adler, Jyoti Aggarwal, Albert Ahn, Tahia Alam, Albi Alikaj, Nicole Alonso, Stephanie Andel, Peter Anzollitto, Matthew Aplin-Houtz, Andac Arikan, Craig Armstrong, Rebecca Arwine, Saad Ashraf, Rebecca Badawy, Anindita Bandyopadhyay, Meagan Baskin, Gayle Baugh, Chris Becker, Alana Bell, Joshua Bendickson, David Bendig, Andrew Bennett, Ace Beorchia, John Berns, Manjot Bhussar, Virginia Bianco-Mathis, Radina Blagoeva, Benjamin Blake, Andrea Blakely, Matt Bowler, Victor Boyi, Cody Bradley, Meagan Brock Baskin, Lee Brown, Devin Burnell, Sarah Burrows, Daniel Butler, Seth Butler, Amy Caponetti, Andrew Carnes, William Carter, Wonsuk Cha, Silvana Chambers, Nitya Chawla, Dan Chen, Xi Chen, Yan Chen, Lorraine Chihora, Yolanda Christophe, Kenneth Chukwuba, Cody Chullen, Sebastian Cortes Mejia, Griffin Cottle, Christopher Craig, Michele Craven, Thomas Crook, Meiyong Cui, Ryan Currie, Andy Cwalina, Cyndy Cycyota, Fernando D'Andrea, Bryan Darden, Tanja Darden, Maggie Davis, Sara Davis, Shelley Davis, Walter Davis, Debrielle De La Haye, Katia De Melo Galdino, Kaitlyn DeGhetto, John DeLeon, Justin DeSimone, Celeste Diaz Ferraro, Cristina DiPietropolo, Karen Eagle, Kimberly Eddleston, Veronika Ermilina, Simone Eulitz, Randy Evans, Maira Ezerins, Kristen Faile, Samira Fallah, Matthew Farrell, Riaheen Farzana, Beth Fiedler, James Field, Keaton Fletcher, Eric Ford, Kenneth Foster, Ashley Fournet, Faith Fox, Jennifer Franczak, Lance Frazier, Julia Fulmore, Vickie Gallagher, HeyIn Gang, Scott Geiger, Junseok Goh, Janice Gordon, Truit Gray, Brandon Griffin, Wenjuan Guo, Alisha Gupta, Michael Gyensare, Kaylee Hackney, Kira Haensel, Doreen Hanke, Miao Hao, Lewis Hardway, Md Kamrul Hasan, Dinesh Hasija, Mary Hausfeld, Nathan Hayes, Sarah Henry, Bao Hoang, Snehal Hora, Jeffery Houghton, Lulu Huang, Emily Hunter, Kevin Hurt, Steven Hyde, Ayesha Irum, Jackie Jacobs, Vivien Jancenelle, Bahareh Javadizadeh, Esther Jean, Fuhe Jin, Andrew Johnson, Natasha Johnson, Paul Johnson, Jessica Jones, Minjong Jun, Jaewoo Jung, Tong Kang, Rusty Karst, Rajdeep Kaur, Justin Keeler, Sheila Keener, Jasmine Kelley, Stacey Kessler, Andrew Keyes, Jason Kiley, Paula Kincaid, Angela Kipf, Pakanat Kiratikosolrak, Jessica Kirk, Sara Krivacek, Malgorzata Kurak, Bruce Lamont, Karen Landay, Luke Langlinais, Stephen Lanivich, Diane Lawong, Joochan Lee, Wyatt Lee, Young Eun Lee, Yunsung Lee, G. James Lemoine, Karen Leonard, Ronei Leonel, Ludvig Levasseur, Christina Li, Ru-Shiun Liou, Niko Lipiäinen, Franz Lohrke, Steve Lovett, Graham Lowman, Sean Lux, Elena Lvina, Laci Lyons, Melih Madanoglu, Timothy Madden, Kelly Manix, Christine Manno, Stefan Maric, Shannon Marlow, Dennis Marquardt, Chad Marshall, Jason Marshall, Brian Martinson, Huda Masood, Jennifer Matic, Stephanie Maynard-Patrick, Charn McAllister, Andrew McBride, Bradley McCain, Kate McCombs, Mike McDaniel, Aaron McDonald, Jeffrey McGee, Doreen McGunagle, Ali Mchiri, Cheryl McIntosh, Victoria McKee, Arlise McKinney, Benjamin McLarty, Jeremy Meuser, Ivana Milosevic, Pradeep Misra, Dena Mitchell, Gonzalo Molina Sieiro, Rick Molz, April Mondy, Michelle Montague-Mfuni, Juan Morales-Solis, Kaushik Mukherjee, Sammy Muriithi, Ryan Musselman, Shiva Nadavulakere, Brian Nagy, Ankur Nandedkar, Loi Nguyen, Joseph Nixon, Dave Noack, Joanna Norman, Kalan Norris, Jay O'Toole, Swati Oberoi, Jonathan Obrien, Matt Oglesby, Simon Okwir, Richard Oxarart, Phoebe Pahng, Joshua Palmer, Jensine Paoletti, Sanghyun Park, Owen Parker, Laura Parks-Leduc, Cyriac Pattathil Joy, Michael Pawlish, Ekin Pellegrini, Marie-Luise Penter, Lori Peterson, Michael Phillipich, Duygu Phillips, Shani Pindek, Tracy H. Porter, Emily Poulton, Elizabeth Ragland, Natasha Randle, Brandon Randolph-Seng, Rama Reddy, Rama Krishna Reddy, Franziska Renz, Darryl Rice, Marketa Rickley, William Ritchie, Christopher Robertson, Ashley Roccapiore, Bryan Rogers, Zachary Russell, Misty Sabol, Naomi Samuel, Ana Sariol, Rajeev Sawant, Bryan Schaffer, D Blaine Schreiner, Lisa Schurer Lambert, Justin Scott, Noelle Scuderi, Sharon Segrest, Chad Seifried, Diogo Seixas, Sally Selden, Nithya Shankar, Braydon Shanklin, Varun Sharma, Dawn Shearrow, Chelsea Sherlock, Jaylon Sherrell, Geoffrey Silvera, Vikash Kumar Sinha, Vitaliy Skorodziyevskiy, Jordan Smith, Shona Smith, Stephen Smulowitz, Caitlin Sockbeson, Pol Solanelles, Guadalupe Solano, Curtis Sproul, Saurabh Srivastava, Clarissa Steele, Briana Stenard, Oscar Jerome Stewart, Youyi Su, Christine Sutton, R. Gabrielle Swab, Kenneth Sweet, Kevin Taylor, Ryan Teschner, Holly Tester, Lukas Theis, Jane Thomas, Allison Toth, Lori Tribble, Barbara Turner, Kyle Turner, Sean Valentine, James Van Scotter, Candice Vander Weerd, Manisha Vaswani, Susana Velez-Castrillon, Ajith Venugopal, Magdalena Viktora-Jones, Jacob Waddingham, Preeti Wadhwa, Laura Walker, Chen Wang, Lei Wang, Ling Wang, Brian Waterwall, Daniel Watts, Nicolina Weaver, Tera Webb, Hongguo Wei, Joshua White, Marla White, Jacob Whitmore, Jacob Whitney, Courtney Williams, Dave Williams, Jaime Williams, Gavin Williamson, Chris Willis, Bradley Winton, David Witt, Marcus Wolfe, Juanita Woods, Le Xu, Yang Xu, Nayantara Yadav, Jinxin Yang, Jun Yang, Qiongrui Yao, Victoria Yates, Seoin Yoon, Anna Zabinski, Sana Zafar, Teng Zhang, Feigu Zhou, and Yuyang Zhou.

## SMA Program Tracks

- Track 1: Entrepreneurship & Family Business
- Track 2: Health Care/Hospitality Management/Health Care
- Track 3: Organization Theory/International Management/Public Administration
- Track 4: Human Resources/Research Methods
- Track 5: Careers/Social Issues/Diversity Issues/Ethics
- Track 6: Organizational Behavior
- Track 7: Strategic Management
- Track 8: Innovative Teaching/Management Education
- Track 9: PDI/Symposia/Local Engagement Sessions

### TUESDAY, NOVEMBER 2

#### 1. SMA Registration – Consortium & Board

Tuesday, 5:00 to 7:00 PM  
Riverview

#### 2. SMA Consortia & Board Welcome Reception

Tuesday, 7:00 to 8:00 PM  
Riverview

Sponsored by:



### WEDNESDAY, NOVEMBER 3

#### 3. All Consortium Breakfast

Tuesday, 8:00 to 8:30 AM  
Royal A – Ground Floor

#### 4. Registration – for PDIs

Wednesday, 8:00 to 8:30 AM  
Queen Anne Ballroom – Mezzanine Level

#### 5. Early Stage Doctoral Consortium

Wednesday, 8:30 to 12:00 PM  
Royal Salon – Ground Floor

Session Facilitator:

**Brad Harris**, Texas Christian University

Presenters:

Melissa Carsten, Carla Jones, Andrew Bennett, Jim Lemoine, Janaki Gooty, Lisa Schurer Lambert, Brian Connelly, Lex Washington, Michael Holmes, Caitlin Porter, Don Kluemper, Garry Adams, Ryan Krause, Rachel Burgess, Terri Scandura, Chris Rosen, Joanna Campbell, Tony Kong

Sponsored by:



#### 6. Late Stage Doctoral Consortium

Wednesday, 8:30 to 12:00 PM  
Royal C/D – Ground Floor

Session Facilitator:

**James Summers**, Iowa State University

Presenters:

Janaki Gooty, Emilija Djurdjevic, Adam Stoverink, Manjot Bhussar, Stacey Kessler, Diana Lawong, Melissa Carsten, Samantha Jordan, I-Heng (Ray) Wu, Tyge Payne, Amy Henley, Justin Davis, Tim Munyon, Sean Lux, Wendy Bedwell-Torres, Liz Karam, Mary Dana Laird, Jay O'Toole

Sponsored by:



By invitation only

#### 7. Pre-Doctoral Consortium

Wednesday, 8:30 to 12:00 PM  
Queen Anne B

Session Facilitator:

**Ben McLarty**, Mississippi State University

Presenters:

James Vardaman, Janaki Gooty, Dorian Boncoeur, Jeanne Johnson Holmes, Don Kluemper, Paul Johnson, Laura Marler, Jennifer Sexton, Carliss Miller, Caitlin Porter, Alanna Hirshman, Bob Bonner, Kincy Madison, Shelby Solomon, Danny Holt, Pol Solanelles, Jeremy Meuser, Jake Waddingham, Jack Walker, Michelle Mfuni, Darryl Rice, Karen Landay, William Luse, William L. Gardner, Lucy L. Gilson, Christopher Shook, Lisa Schurer Lambert, Wayne Crawford, Ester Jean, Curtis Wesley, Matt Rutherford

Sponsored by:



By invitation only

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**8. 3<sup>rd</sup> Annual SMA Golf Tournament**

Wednesday, 9:00 AM to 5:00 PM  
Timberlane Golf and Recreation  
1 Timberlane Drive, Gretna LA 70056  
504-367-5010  
[www.playTimberlane.com](http://www.playTimberlane.com)

Session Facilitator:

**Jon Carr**, North Carolina State University

Please join us for a fun and engaging golf experience at Timberlane Golf Club in Gretna! The SMA Golf Tournament is an opportunity to meet old friends, and make new ones - Our goal is to create an environment where SMA scholars and practitioners can engage one another in a fun-filled experience, and make connections that can last. All are welcome - and no experience is necessary. We especially encourage junior SMA scholars and recent graduates to participate!

Pre-registration required. Shotgun Start (3-4 person teams) – Best Ball  
Cost: \$60.00 (includes cart, 1 bucket of range balls, drinks and snacks)

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

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**8. Snacks**

Wednesday, 10:15 – 10:45 AM  
Royal A – Ground Floor

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**9. New Board Member Meeting**

Wednesday, 10:30 to 12:00 PM  
Riverview

By invitation only

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**10. SMA Consortia & Board Luncheon**

Wednesday, 12:00 to 1:15 PM  
Galerie de Galatoire

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**11. SMA Registration & Solutions Desk**

Wednesday, 1:00 to 5:00 PM  
Queen Anne Ballroom – Mezzanine Level

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**12. SMA Outgoing Board Meeting**

Wednesday, 1:15 to 4:40 PM  
Riverview

By invitation only

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**13. Early Stage Doctoral Consortium**

Wednesday, 1:15 – 5:00 PM  
Royal Salon – Ground Floor

By invitation only

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**14. Late Stage Doctoral Consortium**

Wednesday, 1:15 – 5:00 PM  
Royal C/D – Ground Floor

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By invitation only

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**7. Pre-Doctoral Consortium**

Wednesday, 1:15 – 5:00 PM  
Queen Anne B

By invitation only

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**15. SMA Faculty Consortium**

Wednesday, 1:30 to 4:00 PM  
Royal B – Ground Floor

Session Facilitator:

**Mingxiang Li**, Florida Atlantic University

Presenters:

**Jim Combs; Bill Gardner; Lucy Gilson; Bruce Lamont; Mark Martinko; Dave Woehr; Shaker Zahra**

Interested faculty can register through  
<https://doodle.com/poll/a2n8ti3wsiw3drx>

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**16. Snacks**

Wednesday, 2:45 – 3:00 PM  
Royal A – Ground Floor

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**17. Red Carpet Photos (By invitation only)**

Wednesday, 5:00 – 5:45 PM  
Galerie de Galatoire

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**18. SMA Awards**

Wednesday, 5:45 – 6:15 PM  
Galerie de Galatoire

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**19. SMA Opening Reception**

Wednesday, 6:15 – 7:30 PM  
Galerie de Galatoire

Sponsored by:



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**20. Improv**

Wednesday, 7:30 – 9:00 PM  
Royal Salon – Ground Floor

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**THURSDAY, NOVEMBER 4**

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**21. Southern Style Yoga**

Thursday, 8:00 to 8:30 AM  
Poolside

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**22. Registration & Solutions & Exhibits & Café SMA**

Thursday, 8:00 to 4:45 PM  
Queen Anne Ballroom – Mezzanine Level

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### 23. Covid Impacts on Health Care and Commerce

Thursday, 8:30 – 10:00 AM  
Orleans A – Second Floor

Session Facilitator:

**Eric Ford**, UAB

#### ***Examining the Relationship Between Community-Hospital Partnerships and COVID-19 Case- Fatality Rates***

**Sinyoung Park**, University of North Florida

**Hanadi Hamadi**, University of North Florida

**Anh Viet Tran Nguyen**, University of North Florida

**Veronica Tran**, University of North Florida

**D. Haley**, University of North Florida

**Mei Zhao**, University of North Florida

**Objective:** To examine case-fatality rates from COVID-19 at the hospital level and explore their relationship with hospital-community partnerships.

**Methods:** A cross-sectional study design using a multi-level generalized linear model with a Poisson regression distribution and robust error variance.

**Results:** We found that Hospital Service Areas with a greater number of partnerships had a reduced risk of higher case-fatality rates than those with fewer partnerships.

**Conclusions:** The findings indicated the need for greater cooperation between individual healthcare systems, state and local government, and community programs for better outcomes in the ongoing and evolving COVID-19 pandemic.

**Policy Implications:** This study provides the necessary insight for policymakers, hospital administrators, and public health leaders to understand the critical importance of community partnerships and their influence on reducing the case-fatality rate from COVID-19. Policymakers need to better understand this association and its potential effect on improving the health of various populations as a means to prepare for future pandemics or large-scale public health crises and achieve the Centers for Disease Control and Prevention's goal of achieving health equity.

#### **Infectious Disease Uncertainty and Hotel Room Demand**

**Melih Madanoglu**, Kennesaw State University

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

**Murat Kizildag**, University of Central Florida

**Tarik Dogru**, Florida State University

This study examines the contemporaneous and lagged effect of infectious disease uncertainty on hotel room demand. We also use the latest infectious disease pandemic, COVID-19, to test the joint impact of state-imposed restrictions and infectious disease uncertainty on hotel occupancy rate. Using Infectious Disease Equity Market Volatility (EMV-ID) tracker as a proxy for uncertainty, we report that infectious disease uncertainty leads to a decline in state-level hotel occupancy both in the short- and long-run. We rule out the potential confounding effect of state-level restrictions by demonstrating that EMV-ID accounts for additional variance in hotel demand. Findings also indicate that this negative effect is not uniform across hotel segments; the

greater levels of state-imposed restrictions lead to decreases in hotel room demand.

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

#### **Using Latent JD-R Profiles to Predict Emergency Medicine Clinician Burnout During COVID-19**

**Jordan Smith**, Clemson University

Burnout—a phenomenon characterized by emotional exhaustion, cynicism, and negative self-evaluations—is a very concerning and prevalent issue among clinicians, especially those in emergency medicine. Preliminary research conducted at the start of COVID-19 has noted that frontline clinicians are experiencing elevated rates of depression, anxiety, and fatigue, making them susceptible to burnout. In an effort to understand more about clinician burnout during COVID-19, the present study used Latent Profile Analysis (LPA) to examine what combinations of job demands and job resources make emergency medicine clinicians more or less susceptible to burnout and which profiles are predictive of emergency medicine clinician burnout during COVID-19. An employee survey of emergency medicine clinicians was used to conduct an exploratory LPA. Multiple profile solutions were tested, with the model fit indices supporting the 5-profile solution as the best fitting model. Using mean burnout scores and the BCH method, patterns of job demands and resources arose that revealed what JD-R combinations may lead to clinicians being more or less susceptible to burnout. Overall, the latent profiles differed on burnout scores, which indicates that the profiles could be used to predict clinician burnout. The findings of this study add to the limited understanding of how burnout can manifest in emergency medicine clinicians during a pandemic. This information could be used by organizations to identify clinicians who are at risk of burnout as well as create interventions that are data-driven which aim to prevent burnout and reduce the strain that results from job stressors.

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### 24. Military, Nonprofits and Mentoring

Thursday, 8:30 to 10:00 AM  
Royal B – Ground Floor

Session Facilitator:

**Vivian Luu**, Texas Tech

#### **Using data analytics to shift nonprofit organizations from serving to solving**

**Orkun Baycik**, Shenandoah University

**Bernadine Dykes**, Shenandoah University

In this study, we focus on how data analytics can help nonprofit organizations transition from serving to solving. We discuss how this transition started, what factors initiated this need, and how the organizations can make this shift. We suggest that a universal data set and data analytics have essential roles in this transition, and provide real-life data analytics projects that address societal issues. Our article presents a case study to explain how a nonprofit organization is working towards ending (or solving) the human trafficking problem and how they are using data to accomplish this goal.

#### **Employing Veterans: Does Having Combat Experience Influence the Hiring Manager?**

**Cristina DiPietropolo**, Leader Essentials Group

**Robert Ford**, UCF & Crummer School at Rollins College

*Henrique Correa, Crummer Graduate School of Business at Rollins College*

The presence or absence of military service in the applicant's background can induce a potential interviewer bias that has had less research than other potential biases but is nonetheless significant in the employee selection process. This study investigates interviewer bias to assess interviewer bias and examine the influence of combat and non-combat military service experience and its influence on hiring managers' selection decisions in U.S. organizations. This study adds new practical and theoretical understanding of interviewer bias regarding this segment of the population. Study results reveal that military veterans will likely face negative biases in their attempts to assimilate into the civilian workforce. More specifically, findings from this research confirm that military service, specifically, the presence or absence of combat-related military service experience, may result in biasing effects and could impact the decisions of hiring managers to extend an offer of employment to military veterans. This study adds new insights into the biases military veterans may encounter in the selection processes as a result of their military service experience. **Keywords:** bias, interviewer bias, military veteran, military service experience, combat experience, non-combat experience, hiring manager, employment offer.

#### **Some Unanswered Questions About Mentoring**

*Gayle Baugh, University of West Florida*

Mentoring relationships involve a more experienced individual who provides support for the career and personal development of a less experienced coworker. This review summarizes the research on the benefits of mentoring to the protégé and to the mentor. After a brief discussion of protégé selection, attention is focused on formal mentoring programs. Finally, the “dark side” of mentoring relationships is exposed and the influence of gender on mentoring is discussed. Despite the wealth of mentoring research over the past four decades, there are yet unexplored issues in each area.

#### **Untapped Talent Reservoirs: Military Veterans and Service Learning**

*Tracy H Porter, Cleveland State University*

*Diane Lawong, University of Alabama at Birmingham*

**Purpose:** Service learning presents a unique method to develop early career skills in college students pursuing careers as human resource professionals. The ability to appropriately assess applicant qualifications for employment in an unbiased manner is a critical skill and is especially important for developing an organization's employees. At the same time, military veterans seeking to transition into civilian employment possess valuable skills, yet often face challenges in their job searches. Although veterans are a protected class, stereotypes about them persist and influence the hiring process.

**Design/Methodology/Approach:** This study presents results of a service learning project in which 112 students provided monthly job search assistance to 242 military veterans within a large VA hospital. Twenty-five students and 19 veterans were interviewed.

**Findings:** Results demonstrated the importance of students practicing job skills in applied settings, the impact of such experiences on personal growth, and how such programs aided in the reduction of stereotypes. As expected, the service learning project offered valuable context-specific training.

**Originality:** It was surprising to find how valuable the service learning experience was as a mechanism to break down stereotypes.

#### **27. Born This Way: Understanding the Entrepreneur as Individual**

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

*Orleans B – Second Floor*

Session Facilitator:

*Andrew Hanna, University of Nebraska-Lincoln*

#### **Entrepreneurial Imaginativeness: Probing the Differential Role of Multicultural Experience on Creative, Social, and Practical Schemas**

*Robert Pidduck, Old Dominion University*

*Daniel Clark,*

*Yejun Zhang, University of Texas Rio Grande Valley*

A burgeoning stream of research is emerging on the importance of entrepreneurial imaginativeness in the new venture development process. Empirical studies so far have focused predominantly on its ideation-based outcomes—the number and quality of ideas produced. Knowledge remains scant, however, on its antecedent mechanisms and mediating role in nascent venturing. We integrate another growing research stream in entrepreneurship—multicultural experience—to probe how the creative, social, and practical cognitive schemas underpinning entrepreneurial imaginativeness can be cultivated through dimensions of perhaps the most distinctive form of cultural exposure: living abroad. We find evidence that depth and breadth of living abroad experiences relate to imaginativeness facets differentially, which in turn, can help us understand the extent to which entrepreneurs attempt to launch ventures.

#### **Serial entrepreneur identity: Understanding the role of identity in serial entrepreneurship**

*Victor Boyi, Florida Atlantic University*

*Gary Castrogiovanni, Florida Atlantic University*

While the literature on serial entrepreneurship has grown exponentially over the last three decades, current theorizing remains inadequate for explaining the complex nature of serial entrepreneurship. In this paper, we propose the concept of serial entrepreneur identity and present an identity-based perspective for studying serial entrepreneurship. Our model allows us to offer answers to two fundamental yet elusive questions in the literature. First, we answered the question, why do some entrepreneurs but not others become serial entrepreneurs. Second, we answered the question, why do certain serial entrepreneurs but not others explore other career paths between ventures? We conclude with a discussion of the theoretical and practical implications of our model.

#### **Entrepreneurial hubris, stakeholder perceptions, and venture life cycle stage: A review and reconsideration**

*Sana Zafar, Auburn University*

*Alexander Hamrick, Auburn University*

*Franz Lohrke, Auburn University*

While research on entrepreneurial hubris highlights its positive and negative outcomes, a need remains to illustrate whether these outcomes stay consistent throughout the life cycle of a venture, or do they change based on venture stages. There is also a need to understand how different stakeholders perceive entrepreneurial hubris. Are the positive or negative perceptions of entrepreneurial hubris the same for different stakeholder groups? To address these questions, we first shed light on the construct of entrepreneurial hubris and distinguish it from other similar constructs. Informed by a review of hubris literature, next we develop propositions for the positive and negative effects of entrepreneurial hubris based on venture life cycle stages. Lastly, we



discuss how stakeholder groups are likely to differ in the way they perceive entrepreneurial hubris. We use insight from entrepreneurs, coaches, and investors to inform our propositions. We conclude with implications for research and practice.

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## **28. Examining Values, Privilege, and Forgiveness in the Classroom**

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

*Royal D – Ground Floor*

Session Facilitator:

**Kristie Abston**, *Middle Tennessee State University*

### ***Teaching Forgiveness in Business School Classroom***

**Shiva Nadavulakere**, *Saginaw Valley State University*

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

**Anushri Rawat**, *Eastern Michigan University*

Conflict at the workplace remains a major impediment to the pursuit of harmony, camaraderie, or cooperative spirit among co-workers. An emerging stream of research calls for examining the role of forgiveness at the workplace in not only averting conflict but also fostering employee well-being and productivity. Though the usefulness of forgiveness at workplace is being recognized in recent times, the business school curriculum is still majorly focused on imparting tough/hard skillsets, such as - data analysis, rigorous application, determination and strength, achievement orientation, and visionary thinking. The training focused on inculcating soft skills like self-reflection, humility, concern for others, helping, and harboring noble goals – is either non-existent or completely disregarded because of a mistaken notion that it has no place in the world of business. Our paper makes a strong case for placing soft skills training at the heart of the business school curriculum and develops an experiential exercise to teach one such soft skill – forgiveness to business school students.

### **An Exercise About Personal Privilege**

**Verónica Rabelo**, *San Francisco State University*

**Robert Bonner**, *San Francisco State University*

**Oscar Jerome Stewart**, *College of Charleston*

The concept of privilege has gained considerable interest in management education and research. While the focus is often on White and male privilege, privilege is a complex, intersectional, and multi-faceted construct. As a result, management educators and practitioners are often reluctant to teach privilege due to the anticipated resistance from students and participants. In our view, this is often because management educators and practitioners do not have, or are unaware of, the tools to meet the challenge of explaining privilege. In this paper, we describe an exercise using identity mapping that teaches students/participants about their personal privileges. The exercise engages students in self-reflection about their multiple identities such as race/ethnicity, gender/expression, religion, social class/socioeconomic status, disability, citizenship, etc. In doing so, there are a number of learning outcomes associated with the exercise such as (1) to develop language for describing different social identity groups, (2) understanding how social identities shape our perspectives, decision-making, and experiences, (3) identifying personal sources of privilege and oppression across different social identity group memberships, (4) analyzing how privilege, power, and oppression shape our intersecting identities and group memberships, and (5) explaining how social systems grant certain people and groups unearned advantages as well as exemption from

injustice/discrimination. Attendees will learn about the assignment, explore their own personal privileges, and discuss strategies and concerns regarding the implementation of the exercise in their own teaching/practice.

## **A Two-Part Exercise for Clarifying Values Through Artistic Expression**

**Oscar Jerome Stewart**, *College of Charleston*

**Robert Bonner**, *San Francisco State University*

**Verónica Rabelo**, *San Francisco State University*

**Ian Dunham**, *San Francisco State University*

**Geoff Desa**, *San Francisco State University*

This paper describes an assignment based on drawing out students' professional values. The assignment is two-part: First, students create a statement of professional values to include on their resumes and cover letters for job applications. Second, students follow this up later in the semester with an art project that allows students to explore their professional values again in a deeper way. The process of creating art is designed to allow students to critically reflect on current business practices and concepts. We then display student artworks in an art gallery exhibit, creating more intellectual exploration as students explain their personal art to others. The learning outcomes of this art project are two-fold. First, students (and faculty) develop a greater sense of the values that they bring with them into the workplace. Second, students develop a greater understanding of the values dissonance among our leaders, and develop a critical consciousness toward course material and subsequently, their careers. Ultimately, this assignment is designed to inspire future leaders in organizations with purpose.

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## **29. Scholarly Conversations on Macro Research and Professional Development**

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

*Queen Anne A – Mezzanine Level*

Session Facilitator:

**Aaron Hill**, *University of Florida*

Panelists:

**Jarrod Humphrey; Federico Aime; Jonathan Bundy; Joanna Campbell; Craig Crossland; Cynthia Devers; Scott Graffin; R. Michael Holmes; Ryan Krause; Mike Mannor; Jeffery McMullen; Gerry McNamara; Jason Ridge; Tim Quigley; Michael Withers; Adam Wowak**

Legend has it that the conversations in Hotel Monteleone's famed Carousel Bar have served as inspiration for many authors, including Stephen Ambrose, Eudora Welty, and Tennessee Williams as well as Truman Capote, John Grisham, Ernest Hemmingway, and Eudora Welty, among others. This session aims to stimulate similar inspiration by mimicking the Carousel's atmosphere in a conference session. We invite you to grab a signature Vieux Carré, beignet, or other preferred carte du jour and join a conversation about macro research and professional development.

In Part 1, a panel of macro-focused scholars will engage in a conversation stimulated by audience questions. After a short break, Part 2 will offer a series of round-table style conversations organized by macro-research domains and career topics. Attendees are invited to attend one, or both, parts of the conversation.

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### **30. Now We Got Bad Blood: A Symposium on Counterproductive Work Behavior Research**

*Thursday, 8:30 – 10:00 AM*  
*Royal Salon – Ground Floor*

Session Facilitator:

**Charn McAllister**, *Northern Arizona University*

Authors and Presenters:

**Jeremy Mackey; Pamela Perrewew; Paul Spector; Rebecca Bennett; Marie Dasborough; Debra Lieberman; Janelle Wells; Katherine Alexander; B. Parker Ellen; Joshua Palmer; Cheryl Gray; Heath Gregg; Reka Lassu; Ian Mercer; Nhu Nguyen; Michael Phillipich; Danielle Goldwert; Carley Robinson**

The research literature that examines counterproductive work behavior (CWB; behaviors that are detrimental to organizations and/or organizational members) is burgeoning. Scholars and practitioners alike have emphasized improving our understanding of CWB because it has detrimental financial, psychological, and societal effects on employees, organizations, and various other organizational stakeholders. We will present five papers that examine several types of CWBs so we can highlight some of the current work being done to improve our understanding of CWB. Our team represents scholars from nine different institutions at varying stages of their academic careers, so we can provide numerous perspectives on how to contribute to this literature. We intend for our various perspectives to generate thought-provoking discussion with the audience members so we can collectively generate interest, motivation, and opportunities for all attendees to engage in research in this area. Our discussant is well positioned to synthesize insights generated during the symposium because she is a world-renowned scholar in this area who has also served as a former president of the Southern Management Association (SMA). Collectively, our team has published influential measures, meta-analyses, quantitative studies, qualitative studies, and reviews of CWB topics. The purpose of our symposium is to use our experiences to create a practically useful and personally meaningful discussion about CWB research with SMA members who want to be a part of the discussion in this literature.

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### **31. Using Meta-Sen to Assess the Trustworthiness of Meta-Analytic Findings**

*Thursday, 8:30 – 10:00 AM*  
*Vieux Carre*

Session Facilitator:

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

Participant:

Frank Bosco

To assess the robustness of meta-analytic inferences, one should compare results using different statistical techniques and assumptions. Two types of sensitivity analyses concerns examining the effect of outliers and publication bias on the obtained meta-analytic results. However, analyses to examine their independent and combined effects are rarely conducted, calling into question the trustworthiness of meta-analytic results. In this professional development institute, we introduce Meta-Sen (see <https://metasen.shinyapps.io/gen1/>), an open-source

software that can be used to conduct a meta-analysis that adheres to recommended standards and best practices. We will demonstrate the tool's functionality and introduce new approaches to reporting sensitivity analysis results.

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### **32. Lights, camera, action: Moving towards excellence with online teaching video technology**

*Thursday, 8:30 – 10:00 AM*  
*Riverview*

Presenters:

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

**Laura Madden**, *East Carolina University*

In Spring of 2020, nearly all universities pivoted to online instruction. The initial goal was triage by seeing out the semester with whatever equipment faculty had on hand. For the next full year, most coursework remained online either entirely or via hybrid models that blend face-to-face and online components. Online aspects are likely to remain a larger part of this field in the future as students and faculty use online tools for interviews, presentations, and meetings. When we say "teaching online" what we tend to mean is "teaching from home" and that can introduce lots of variability when it comes to video quality. This hands-on presentation is structured to show two different types of improvements. First, a no-cost approach that anyone can employ that will make their online presence look substantially better in less than ten minutes. Second, a more deliberate approach that focuses on incorporating studio aspects into a home office environment. Session participants will demonstrate how differences in equipment (lights, cameras, microphones, backgrounds) influence online video quality. Attendees will learn how to make use of green screen techniques, confidence monitors, camera overlays, three-point lighting, and multiple camera angles. Attendees will receive a list of materials that can help improve the professionalism of their classes, interviews, meetings, and presentations.

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### **33. Methodological Issues**

*Thursday, 8:30 – 10:00 AM*  
*Royal A – Ground Floor*

Session Facilitator:

**Oleksandr Tsaruk**, *West Virginia University*

### **Are Schedule Changes an Option?: A Real Options Perspective on the Variable Scheduling – Turnover Relationship**

**John Macdonald**, *Colorado State University*

**Timothy Munyon**, *The University of Tennessee*

**Michael Lerman**, *Iowa State University*

**Stephanie Eckerd**, *The University of Tennessee*

Organizations adapt employee schedules to reduce uncertainty and realize greater cost efficiencies. However, this organizational flexibility may increase opportunity costs for employees that affects the underlying value of continued employment. In this paper, we develop a real options perspective on employment, evaluating the extent to which variable scheduling impacts ongoing employment participation. Incorporating data from 31,000 scheduled work weeks, we explore how the magnitude, volatility, and deviations from normal schedules impact employer- or employee-initiated job abandonment, reflected by involuntary and voluntary turnover events. We find that the magnitude of scheduled hours is negatively related to involuntary and voluntary

forms of turnover, schedule volatility is positively related to involuntary and voluntary turnover, and respite increases involuntary and voluntary turnover risks. In the aggregate, our results suggest that job abandonment is an outcome and potential tradeoff of variable scheduling practices. We discuss theoretical contributions, applied implications, and areas of future research.

#### **When Shape of Distribution Matters: Repercussions of Varying Hazard Rates on Robustness of Time-to-Event Analysis**

*Oleksandr Tsaruk, West Virginia University*  
*Abhishek Srivastava, West Virginia University*

Event analysis has been commonly conducted in management research using the Cox Proportional Hazards Model, which is a semi-parametric method. However, external and internal forces that shape the likelihood of events are not often evenly distributed in time, resulting in varying hazard rates in a time-to-event analysis. This can lead to difficulties in applying semi-parametric models based on the proportional hazard assumption and a constant baseline hazard. Using alternative parametric models that rely on particular hazard distribution shapes requires justification for the choice of baseline distribution function supported by relevant statistical tests. Unfortunately, scholars often violate or do not report whether these assumptions are held. We argue that the varying effect of hazard over time may affect the robustness of empirical findings in a time-to-event analysis. In a situation with varying hazard functions, the discrepancy between semi- and parametric models is also likely to lead to biased inferences. We suggest that by analyzing the shape of the hazard distribution function with specific statistical tests (TTT statistics), as the preliminary step in a time-to-event analysis, it is possible to improve the robustness of parametric or semi-parametric models and their explanatory power. Based on our empirical results, we provide recommendations for scholars dealing with varying hazard rates in a time-to-event analysis. We illustrate the TTT statistical tests and their importance through the survival analysis of firms after IPO.

**Keywords:** *time-to-event analysis, varying hazard rate, TTT statistics, parametric models*

#### **An overlooked aspect of measurement: Does the content of verbal anchors matter?**

*Lisa Schurer Lambert, Oklahoma State University*  
*Truit Gray, Oklahoma State University*  
*Abbey Davis, Oklahoma State University*  
*Marjorie Erdmann, Oklahoma State University*  
*Reba Mcdermott, University of Arkansas*

Discussions of content validity, meaning the correspondence between construct definitions and their operationalization, have focused on item generation, providing scholars with recommendations for developing items that adequately represent the construct in question. However, this focus on the items has seemingly overlooked the response formats (e.g. strongly disagree, strongly agree) that accompany the items. The response format is a critical aspect of a measure because it helps clarify for participants the meaning of the question that is being asked. We identify two relevant problems for organizational scholars. First, there may be constructs within organizational research that are measured with inappropriate response formats, thus threatening construct validity due to misalignment between the conceptualization of the construct and the subsequent operationalization of the construct. Second, a lack of correspondence between the construct and the response format used to measure it may influence respondents and the data they provide, creating a source of bias in our data. In this paper, we first provide examples indicating that there may be a problem in the literature with

response formats not corresponding to the content of the construct. Next, using a repeated measures design we empirically test the assertion that the choice of response formats can influence participant data and subsequent results. Our findings reveal that changing the response format results in differences in the data, suggesting that the choice of response format matters. Implications and suggestions for researchers are discussed.

#### **Constructed response: A meta-analytic review on an alternative method for test responses**

*Sheila Keener, Old Dominion University*  
*Sven Kepes, Virginia Commonwealth University*  
*Deborah Whetzel, Human Resources Research Organization (HumRRO)*

With renewed calls for social justice, many organizations are re-thinking how to pursue diversity in hiring. One method to increase diversity in hiring is to review how pre-employment tests are developed and delivered. Research has documented group differences in cognitive ability and job knowledge tests administered using multiple-choice (MC) methods. While these tests are cost effective and valid predictors of performance, they may result in adverse impact, and thus, less diversity in hiring. Therefore, some have proposed using the constructed response (CR) response format, which requires examinees to generate an answer to a test question rather than to select from a list of response options. Proponents suggest that CR formats may result in smaller group differences. The evidence has been mixed though, with some studies finding that CR formats result in smaller group differences, and some finding CR formats having larger group differences, than MC formats. In this paper, we quantitatively cumulate findings of racial/ethnic test score differences by response formats (MC versus CR), as well as to explore whether test content affects the size of group differences on MC and CR tests. Results show that the size of group differences is not statistically significantly different for MC and CR response formats. Findings did indicate, however, that test content (science, technology, engineering, and math [STEM] versus non-STEM) affects the size of the group differences, with group differences being generally larger for STEM content than non-STEM content. The practical implications of these findings are discussed.

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#### **34. Can I Get a Little Help? Helping and Citizenship Behavior**

*Thursday, 8:30 – 10:00 AM*  
*Royal C – Ground Floor*

This session offers discussion on helping relationships and Organizational Citizenship Behavior.

Session Facilitator:  
*Vickie Gallagher, Cleveland State University*

#### **When, Why, and For Whom is Receiving Help Actually Helpful?**

*Young Eun Lee, Texas A&M University*  
*Joel Koopman, Texas A&M University*  
*Lauren Simon, University of Arkansas*  
*Christopher Rosen, University of Arkansas*  
*Allison Gabriel, University of Arizona*  
*Seoin Yoon, Texas A&M University*

Helping is a widely encouraged form of citizenship behavior, with most research assuming this behavior benefits recipients. An emergent literature argues, however, that receiving help may actually not always be beneficial. This juxtaposition reveals a disagreement among scholars

as to *whether* receiving help benefits recipients. Instead, we submit the more appropriate question is *when, why, and for whom*, help may be beneficial. To develop our model, we looked to two contingencies suggested by prior research—the type of help received, and the gender of the helping recipient. Regarding the former, we differentiate between receiving help that is empowering versus non-empowering. Regarding gender, we build theory suggesting that while men and women may equally benefit from receiving empowering help, non-empowering help may align with pejorative gender stereotypes women face at work, resulting in this type of help benefitting men only. We examine why these differential effects influence performance-related outcomes through the recipient's competence perceptions. Overall, our model—couched in theory on self-regulation and benevolent sexism—helps build consensus among divergent viewpoints in the helping literature, while also contributing to gender scholarship by identifying a mechanism through which women may be disadvantaged compared to men at work.

### **Self- and Other-Compassion: Moderating Effects of Emotional Exhaustion and Perceived Receipt of Help on Interpersonal Citizenship Behavior**

*Sara Krivacek, Clemson University*

*Thomas Zagenczyk, Clemson University*

*Kristin Scott, Clemson University*

Self- and other-compassion are popular topics in the positive psychology literature. Trait self-compassion is an individual's tendency to have a positive self-attitude and self-kindness, whereas trait other-compassion refers to an individual's tendency to express kind acts towards others. Prior research has focused predominantly on how self-compassionate individuals devote their resources, but less is known about how self-compassionate individuals relate to others, particularly whether or not they engage in citizenship behaviors. Likewise, prior work has revealed that compassionate individuals who help others experience both compassion satisfaction and compassion fatigue, which leads us to question the particular nature of other-compassion's relationship with citizenship behaviors. In this study, we draw from conservation of resources (COR) theory to argue that employees with high levels of both self-compassion and other-compassion will engage in citizenship behaviors, but only under certain circumstances. Data collected from 128 full-time employees at two time points revealed that other-compassion is positively and significantly associated with citizenship behaviors, but self-compassion is not. Moreover, a significant interaction effect suggests that self-compassion's relationship with citizenship behavior weakens as emotional exhaustion increases and perceived receipt of help decreases. Other-compassion and citizenship behavior's relationship is unaffected by these moderators.

### **Keep Going the Extra Mile... Or Else! Exploring Observer Reactions to Citizenship Downturns**

*Sarah Henry, University of Oklahoma*

*Mark Bolino, University of Oklahoma*

Prior research suggests that employees sometimes feel pressured or obligated to increasing levels of organizational citizenship behavior (OCB) in order to be considered an organizational citizen. However, there are also cases in which employees must cut back on their OCB, and there has been little research exploring what happens when they do so. In this conceptual paper, we use attribution theory to analyze the responses to employees who engage in fewer OCBs. We propose that supervisors and coworkers who use employees' previous citizenship performance as an expectation (i.e., anchor) will have negative

reactions to declining OCB. We develop a theoretical model to explain how evaluations of locus, controllability, and stability and principles of discounting and augmenting influence observer attributions. Finally, implications for theory and directions for future research are discussed.

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

### **Licensed to be Deviant or Burdened to be A Good Citizen: A Dual Path Model of the Consequences of Ethical Voice**

*Nayantara Yadav, Auburn University*

*Lei Huang, Auburn University*

*Ted Paterson, Oregon State University*

*Ian Mercer, Auburn University*

Research on voice behaviors generally and ethical voice behaviors specifically tend to focus primarily on the positive impact of such behaviors on individuals, teams, and organizations. However, there is some evidence that voice behaviors enact a cost on voicers, although such evidence has not yet been offered in the domain of voice behaviors specific to the moral domain. We address this lack of understanding by exploring the link between ethical voice behaviors and organizationally-deviant behaviors. Adopting both moral licensing and moral burdening perspectives, we theorize and test a model wherein moral credits and moral reputation maintenance concerns mediate the relationship between ethical voice and deviance. Importantly, we also identify the presence of an abusive supervisor as an especially relevant contextual factor that moderates the strength of the ethical voice-deviance relationship via both moral credits and relational maintenance concerns. Using a sample of 208 employee-supervisor dyads, we tested our model and received strong support for our hypotheses. Based on our findings, subsequent investigations of ethical voice should consider both positive and negative implications of voice behaviors for voicers.

**Keywords:** ethical voice; deviance; moral licensing; moral burdening; abusive supervision.

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### **35. Changes: Flexibility, Adaptation, and Strategic Change**

*Thursday, 8:30 – 10:00 AM*

*Orleans D – Second Floor*

Session Facilitator:

*Parisa Haim Faridian, San Diego State University*

### **Relational and Structural Effects of Firm-Specific Competition on Risk Transfer: A Theoretical and Empirical Investigation**

*Jifeng Yu, University of Nebraska-Lincoln*

*Yijia Lin, University of Nebraska-Lincoln*

This study extends current knowledge on competition and corporate risk management by investigating how firms transfer risk in response to their firm-specific relational and structural competitive conditions. Drawing on the theory of multimarket competition, we propose an inverted U-shaped relationship between multimarket competition (MMC) and risk transfer. We also propose that, for the sake of gaining a competitive edge, the extent to which a firm manages risk will tend to be opposite to that of its competitors. Lastly, we propose that egocentric industry concentration will moderate the relationship between MMC and risk transfer besides its direct effect. Analysis of reinsurance usage in the U.S. property and casualty insurance industry strongly supports our model and shows that firm-specific competitive conditions are salient to a firm's risk transfer level.

### **Strategy, Flexibility, and Performance: Exploring Strategic Flexibility's Role in the Relationship between Strategy and Performance**

*Matt Oglesby, University of South Alabama*  
*John Parnell, University of North Alabama*  
*Diane Kutz, University of North Alabama*

Strategic flexibility helps organizations adapt successfully to change. However, an organization's competitive strategy may limit the degree of flexibility it can attain. We analyze strategic flexibility with a two-dimensional approach (structural flexibility and decisional flexibility) to explore the relationship between competitive strategy, strategic flexibility, and financial and non-financial performance. Our findings suggest that cost-leadership strategies (instead of differentiation strategies) may experience challenges relative to non-financial performance due to limited structural flexibility. In contrast, challenges relative to financial performance emerge when decisional flexibility is considered.

**Making Sense of Strategic Change: A New Framework for Examining Strategic Change Using Sensemaking**  
*Seth Butler, The University of Alabama*

Strategic change is critical to organizational survival and competitive advantage, as competitors are always adapting and the environment is constantly shifting. To successfully undergo strategic change, all levels of the organization must reach agreement about the strategic change vision: from the top management team to the line employee. Sensemaking and its sister process sensegiving are lenses through which strategic change should be examined, since they describe creating meaning from change. Strategic change has been examined through a sensemaking perspective since the 1990s, inspired by the seminal works of Gioia and Chittipeddi (1991) and Weick (1995). However, a unified, integrated framework for examining strategic change through a sensemaking perspective does not exist. This paper provides such a framework, the use of which should resolve issues within the study of strategic change by encouraging study of multiple levels of the organization and multiple periods of time.

**The Link between Technical Knowledge Transfer in Alliances and Resource Efficiency: Ambidexterity in Development of R&D and Appropriation Capabilities**

*Parisa Haim Faridian, San Diego State University*  
*Donald Neubaum, Florida Atlantic University*  
*Siri Terjesen, Florida Atlantic University*  
*Roland Kidwell, Florida Atlantic University*

While improving firm performance is commonly considered as the ultimate goal of alliances (Parmigiani & Rivera-Santos, 2011) findings on firm-level outcomes suggest varying levels of support for whether alliances are indeed effective (David & Han, 2004; Geyskens et al., 2006). This study investigates how learning from alliances leads to more efficient use of resources to develop firm capabilities. To do so, we draw on the literature in organizational learning, alliances, and capabilities to dissect the effect of technological and non-technological knowledge transfers in alliances, on firms' efficiency to develop R&D and appropriation capabilities, respectively. Further, we examine the effect of forming alliances on firms' efficiency in using resources to achieve ambidexterity. Moreover, we examine the moderation effect of an alliance-level and an environmental level contingency that can influence the direct effect of alliances on firm ambidexterity. The findings suggest that whether firms' capabilities benefit from forming alliances may indeed depend on the forms of knowledge transferred in the alliance. Nevertheless, establishing either form of alliance improves firms' efficiency in the use of resources to achieve ambidexterity. However, this effect is contingent on the disparity in the size of alliance partners and industry munificence. In short, this study contributes to the

existing literature by delineating the effect of alliances on firm capabilities and ambidexterity and highlighting contingencies that govern these effects to explain inconsistent findings in this area of research.

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## **36. Leadership in Public and Health Care Settings**

*Thursday, 10:15 – 11:45 AM*  
*Orleans A – Second Floor*

Session Facilitator:  
*Benjamin McLarty, Mississippi State University*

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

**Exploring Organizational Generational Cohorts and Leadership Behavior on Job Satisfaction, Intent to Turnover, and Leadership Performance: An Empirical Analysis of Federal Employees**  
*Sally Selden, The Citadel, Military College of South Carolina*  
*Jyoti Aggarwal, University of Lynchburg*

Considerable attention has been directed toward understanding generational differences in the workplace over the past several decades. However, few studies have examined generational differences in the federal government. Rather than focusing on age-based generational differences, which has been the predominant focus of recent studies, this article examines tenure or organizational generational cohorts. This is the first study to examine whether having a critical mass of a tenure or organizational generational cohort impacts employee attitudes and perspectives. This study examines tenure or organizational generational cohorts, leadership, and employee motivation and how they are associated with job satisfaction, intent to leave the organization, and leadership performance. The results demonstrate that tenure or organizational generational cohorts, critical mass, transformational leadership, transactional leadership, supervisory support and leadership, and intrinsic motivation are important predictors of job satisfaction, intent to turnover, and leadership performance. They also reveal that leadership behaviors and employee motivation are more important predictors of employee attitudes and perceptions than tenure or organizational generations controlling for other demographics. Overall, this article contributes to the public management literature by introducing a new concept, critical mass of a tenure cohort, and offering insights into generational patterns in the federal government.

### **A Behavioral View of Strategic Leadership: Examining Strategy Making in Healthcare**

*Erin Bass, University of Nebraska Omaha*  
*Mary Uhl-Bien, Texas Christian University*  
*Ivana Milosevic, College of Charleston*

The healthcare industry faces several challenges including rising costs, care delivery outside urban areas and to marginalized populations, digital transformation, and regulatory compliance. To navigate these challenges and capitalize on growth opportunities, strategic leaders must build organizations capable of emergence: the process through which new order is created bottom-up thereby facilitating organizational adaptation (Uhl-Bien, In press). How strategic leaders do so, is less well understood. Using findings of an in-depth instrumental case study of a transformation in a healthcare institution, we discover that strategic leadership behaviors are not solely concentrated at the organizational apex, but occur, at least initially, across organizational levels, forming and shaping the change initiatives over time. As individuals work on advancing the initiative locally, they

link up with one another thus narrowing the distribution and formalizing it. Our findings further show that as the distribution narrows, the strategic leaders at the organizational apex capture the initiative and institutionalize it into the formal strategic plan.

### **Crisis leadership during Covid-19: the response of ASEAN and EU regional leaders**

*Loi Nguyen, Metrostate*

*Oliver Crocco, Louisiana State University*

*Oleksandr Tkachenko, University of New Mexico*

*Victoria Jonathan, Universiti Malaysia Sarawak*

The COVID-19 pandemic has tested the leadership in organizations of all sizes, industries, and locations. Although literature exists on leadership during crisis, less attention has been paid to leadership in organizations at the regional level. The critical roles that regional organizations such as the Association of Southeast Asian Nations (ASEAN) and the European Union (EU) play in a crisis call for understanding how these organizations and their leaders contribute to regional crisis responses. This paper provides a comparative insight into regional leaders' crisis leadership and communication approaches using ASEAN and EU as cases. Our analysis highlights the significant roles of regional leaders in coordinating and implementing regional responses during a crisis, including providing consistent communication strategies and collective leadership to facilitate cooperation, solidarity, and recovery.

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### **37. Nonmarket Activities and Performance**

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

*Royal B – Ground Floor*

Session Facilitator:

*Justin Davis, University of West Florida*

### **Corporate Political Strategy in Cross-Border Acquisitions: Influence of Political Affinity on Acquirer and Target Lobbying**

*Dinesh Hasija, Augusta University*

*Mirzokhidjon Abdurakhmonov, University of Nebraska Lincoln*

*Lee Brown, Texas Woman's University*

*Ru-Shiun Liou, The University of Tampa*

We investigate a particular constraint in the political market between firms and politicians by examining the political affinity between the host and home countries of MNEs engaged in cross-border M&As. Drawing from research on political legitimacy, we theorize that due to politicians' perceptions of the legitimacy, both target and acquiring firms will engage in diametrically opposite political strategy during the M&A timeframe. We expect that acquiring MNEs originating from countries that have lower levels of political affinity with the host country will engage in reduced lobbying activity in the target country due to legitimacy concerns. In contrast, the local target firms will increase their lobbying activities to substitute for the reduced lobbying by acquiring MNEs. This change in lobbying behavior of acquirer and target firms also happens when the acquiring firm's home country has low political affinity with the host country's ally nations. Using a sample of cross-border M&As in the U.S. made by acquirers originating from 66 countries between 1998 and 2017, we find broad support for our arguments.

### **The Effect of Multidimensional Corporate Social Responsibility on Firm Performance: Do exploration-oriented firms benefit more?**

*Vivien Jancenelle, University of Houston-Clear Lake*

Even though the relationship between higher-level corporate social responsibility (CSR) and firm performance has been widely studied, results have been inconsistent, in part because of definitional inconsistencies and a limited knowledge of moderators. This study addresses such prior shortcomings by studying CSR at the individual dimension level, and by testing for the moderating effect of relative exploration. We explore the relationships between consensus dimensions of CSR, relative exploration, and firm performance with Computer-Assisted-Text-Analysis (CATA) methodology and a 5-year longitudinal sample of 2,245 firm-year observations drawn from the S&P 500. Our results suggest that human rights and employee CSR have a positive effect on firm performance, social/community CSR has a no effect, and environmental CSR has a negative effect. Further, relative exploration is found to mitigate the effect of environmental and human rights CSR on firm performance, and to improve the effect of employee CSR on firm performance.

### **Organizational Culture and Corporate Social Performance: An Exploratory Investigation**

*Michael Pawlish, Georgian Court University*

*Stanley Kowalczyk, San Francisco State University*

This exploratory empirical investigation examines the relationship between firm organizational culture (OC) and corporate social performance (CSP). OC measures are from a study done by the Massachusetts Institute of Technology-Sloan Management Review/Glassdoor. The study developed nine OC value scores for each of the 68 firms analyzed. CSP measures are from a study done by the Drucker Institute in conjunction with the *Wall Street Journal*. The study developed a quantitative CSP score for the same 68 firms. Our study does a pair-by-pair regression analysis to relate the nine OC value scores to the CSP scores for the 68 firms. Three of the nine OC values studied are significantly related to CSP. Agility and Performance have a negative correlation with CSP. Diversity has a positive correlation with CSP. We believe that our study is one of the first to empirically examine the relationship between OC and CSP. Issues related to corporate social responsibility and performance may be best dealt with through an OC that places value on a bureaucratic and centralized approach along with the direct involvement of top management. Leaders of firms should prioritize the development of the OC value of Diversity and less emphasis should be placed on individual employee rewards.

### **Tale or Tell : Transparency and Impression Management in Corporate Social Responsibility Disclosure**

*Devalina Nag, University of Memphis*

*Michelle Montague-Mfuni, University of Memphis*

*Ronei Leonel, University of Memphis*

This paper explores how impression management efforts can often be misinterpreted as transparency in the context of evaluating Corporate Social Responsibilities (CSR) reports. We argue that because firms often attempt to present impression management attempts as transparency efforts, the two concepts can be easily confused. We present a 2x2 conceptual framework based on transparency and impression management to demonstrate that despite the distinct definitions and boundary conditions, the two concepts can be easily misinterpreted when a firm discloses CSR reports that are at the intersection of low transparency and high impression management. We hope that the arguments presented in the paper will enhance CSR

disclosure formulation and evaluation that will inform management literature on CSR transparency and impression management. We encourage managers to ensure their CSR actions and disclosure activities strive not only for high transparency and high impression management, but also ensure there are socially responsible societal benefits.

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### **38. Let's Get It Started: Entrepreneurial ENTentions**

*Thursday, 10:15 – 11:45 AM*

*Orleans B – Second Floor*

Session Facilitator:

**Victor Boyi**, *Florida Atlantic University*

#### **Intention to seek funds and entrepreneurial intention**

**Gang Fan**, *University of North Texas*

This paper applies the theory of planned behavior to survey the relationship between three less-examined variables and entrepreneurial intention. With 518 records from the National Science Foundation I-Corps entrepreneurial training program, we find that intention to seek funds is a strong determinant of entrepreneurial intention, followed up by entrepreneurial knowledge. Surprisingly, there is no relationship between entrepreneurial readiness and entrepreneurial intention. This study has several theoretical and practitioner implications. Future research directions and study limitations are discussed.

#### **It's My Business! Psychological Ownership, Job Performance, and Entrepreneurial Intentions in the Professional Service Context**

**Alexander Hamrick**, *Auburn University*

**Jacob Waddingham**, *Auburn University*

In this study, we draw on self-verification theory to argue that psychological ownership is a double-edged sword for organizations. We examine a unique set of employees (308 real estate agents) in a context in which many employees feel like business owners, and we find that psychological ownership is positively related with both job performance and entrepreneurial intentions. Their entrepreneurial intentions were further influenced via both entrepreneurial identity aspirations and entrepreneurial self-efficacy. However, organizational identification dampens this effect, providing organizations some insight on ways to retain their high performers. We discuss how our findings provide important insight into an ever-evolving way individuals work in professional service firms.

#### **Boots to Business: The Role of Entrepreneurial Passion and Entrepreneurial Self-Efficacy in Veteran Entrepreneurial Intent**

**Jeffrey McGee**, *The University of Texas at Arlington*

**Ryan Terry**, *The University of Texas at Arlington*

**Mike McDaniel**, *University of Texas at Arlington*

This study examines whether entrepreneurial passion and entrepreneurial self-efficacy influence the intentions of military veterans to become entrepreneurs. We initially investigate whether entrepreneurial self-efficacy mediates the relationship between entrepreneurial passion (EP) and entrepreneurial intentions (EI). We then examine if an individual's military experience moderates this mediation effect. Our results suggest that veterans can more effectively channel their passion to launch a new business through ESE than civilians. This finding indicates that ESE plays a particularly influential role in the EP-EI relationship for nascent entrepreneurs with military service experience.

#### **Entrepreneurial Orientation in Family Firms: A Replication and**

#### **Extension**

**Nathan Hayes**, *Texas Tech University*

**Tyge Payne**, *Texas Tech University*

Building on the highly-cited article by Short and colleagues [Short, Payne, Brigham, Lumpkin, & Broberg (2009), *Family Firms and Entrepreneurial Orientation in Publicly Traded Firms*, *Family Business Review*, Vol. 22(1), pp. 9-24], this study examines the use of language associated with entrepreneurial orientation (EO) in family versus nonfamily firms. Utilizing replication and extension techniques, with an updated sample and more nuanced measures of family involvement (i.e., ownership and control), we find support for the basic assertions of the original study, which generally argued that family businesses exhibit language consistent with EO, but do so differently than non-family firms. In this study, we find that family firms—compared to non-family firms—use significantly less EO language across the dimensions of competitive aggressiveness and proactiveness. However, in an extension of the original study, we also find that different levels of family involvement and ownership are related to the strength, and even direction, of the EO language utilized in firm narratives.

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### **39. Using the External Environment and Resources for Classroom Innovation**

*Thursday, 10:15 – 11:45 AM*

*Royal D – Ground Floor*

Session Facilitator:

**Kristie Abston**, *Middle Tennessee State University*

#### **Four Standards, One Stone: Open Educational Resources and the 2020 AACSB Accreditation Guidelines**

**Candice Vander Weerd**, *Cleveland State University*

The revised AACSB 2020 Standards inspire the institution of a sophisticated Assurance of Learning program and promote important impact expectations. Open Educational Resources (OER) projects offer a unique opportunity for public institutions to work together to promote both these standards. A collaborative OER project between two public, accredited institutions, produced outcomes supporting several standards in the revised 2020 AACSB Accreditation Guidelines. While access to quality education is a core AACSB value, the impact of OER in business education is understudied. The present research highlights how the benefits of OER flow beyond student satisfaction and access, to include prospects of accreditation success for an institution.

#### **Environmental, Social, Governance Branding: Is it True or False?**

**Karen Eagle**, *Old Dominion University*

**Mark McNees**, *Florida State University*

Corporate sustainability and social responsibility initiatives have grown at an exponential rate in recent years because consumers are increasingly concerned about transparency in corporate practices (Dashwood, 2012). This heightened concern in corporate sustainability and social responsibility has forced companies to review their brand's image and how it appears in public perception. Subsequently, firms have adapted their packaging to include terms and claims to satisfy consumer's interest in Environmental, Social, and Governance (ESG) measures, but can their claims be trusted? This experiential exercise is designed to introduce students to ESG by sending them to a supermarket to find products claiming ESG responsibility on the packaging. Students research the claims to determine whether they are honest or misleading.

### **Three Collaborative Learning Tools for COVID-19 and Beyond**

*Nicholas Rhew, Coastal Carolina University*

*Lucy Arendt, St. Norbert College*

*Kim Gower, University of Mary Washington*

*Patricia Hedberg, University of St. Thomas*

The COVID-19 pandemic presented unique challenges for engagement between students and students and instructors, as both students and instructors found themselves living and working in physical isolation from each other. The effects of isolation during the pandemic exacerbated a growing mental health crisis on college campuses. Collaborative learning techniques in which two or more people attempt to learn together have long been used in management education and beyond; however, this relationally-focused approach to learning may be particularly useful to counter the isolating effects of the pandemic. We present three collaborative learning tools for management educators. First, we present a collaborative approach to notetaking, in which the instructor provides a skeleton outline that is supplemented by students. Second, we outline a team reflection process, in which students learn team-focused concepts through collaborative reflection. Lastly, we provide a collaborative approach to preparing for class, in which students meet to discuss their learning and experiences after reading course materials and completing exercises, but before the class session on that topic. Each tool, while especially useful throughout the pandemic, harnesses collaboration to facilitate learning in ways instructors may find useful well beyond the lifting of COVID-19 restrictions.

### **E-Learning Systems Success in Management Education: Exploring LinkedIn Learning**

*Dewayna Horn, Texas Woman's University*

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

The shift to remote learning necessitated by the global pandemic encouraged the use of varied technology and approaches to provide quality instruction to students around the globe. As educators scrambled to retool and create instructional materials, some turned to established supplemental content via e-learning. LinkedIn Learning, a business social networking website that also offers video courses taught by industry experts on various topics, provides valuable established content. This study, beneficial for novice to seasoned business faculty, explores the use of LinkedIn Learning in a virtual MBA Conflict Resolution course and measures student satisfaction of e-learning. Using regression analysis, we found overall good model fit and some support for the study hypotheses. This indicates that students are satisfied with LinkedIn Learning as a supplemental learning tool and that certain quality aspects of the website explain user satisfaction. Overall recommendations and implications are provided.

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### **40. Allyship in Science: Reflections from the Editors on Pathways to Inclusion**

*Thursday, 10:15 – 11:45 AM*

*Vieux Carre*

Session Facilitator:

*Janaki Gooty, University of North Carolina at Charlotte*

Panelists:

**Brian Connelly; George Banks; Kris Byron; Lisa Schurer Lambert; Sherry Thatcher; Lillian Eby; Lazlo Tihanyi; Berrin Erdogan; Matthew Semadeni**

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### **41. Intro to Longitudinal Data Analysis**

*Thursday, 10:15 – 11:45 AM*

*Riverview*

Session Facilitator/Presenter:

*Le (Betty) Zhou, University of Minnesota*

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### **42. Method Variance**

*Thursday, 10:15 – 11:45 AM*

*Queen Anne A – Mezzanine Level*

Session Facilitators/Presenters:

*Larry Williams, Texas Tech University*

*Chris Castille, Nicholls State University*

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### **43. Multilevel Concepts and Principles**

*Thursday, 10:15 – 11:45 AM*

*Royal Salon – Ground Floor*

Session Facilitator/Presenter:

*Nikos Dimotakis, Oklahoma State University*

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### **44. Emotions/Work Outcomes/Still Checking Emotions at the Door? How about those Work Outcomes!**

*Thursday, 10:15 – 11:45 AM*

*Royal C – Ground Floor*

Concerned about emotions and work outcomes? Learn more!

Session Facilitator:

*Maggie Davis, University of South Alabama*

### **Testing a Moderated Motivation Model of Supervisor Emotional Support-Giving**

*Dominique Foster, North Carolina State University*

*Jon Carr, North Carolina State University*

*Adam Meade, North Carolina State University*

Significant organizational research has focused on the role of supervisor support, and the degree to which this support has led to positive organizational and subordinate outcomes. To date, this literature stream has focused on the subordinates' perspective of that support. The purpose of this study is to examine support from the supervisor's perspective. Using a sample of 491 supervisors from an online panel, we develop and validate two supervisor-related scales that capture both supervisor emotional support-giving propensity and behavior. The study then uses Job Demands-Resources Theory to situate these scales within a larger nomological net to understand the antecedents and outcomes for supervisors regarding their propensity to provide emotional support to their subordinates, and their perceptions regarding the outcomes of this support-giving. Theoretical implications and future research opportunities are provided regarding the supervisor's role in this important support-giving relationship.

### **The Permeation of Loneliness into the Workplace: Its Impact on Employees' Job Satisfaction Trajectories**

*Graham Lowman, Kennesaw State University*

*Stacey Kessler, Kennesaw State University*

*Shani Pindek, University of Haifa*

Even before the onset of the COVID-19 pandemic, the experience of loneliness has become near ubiquitous in society today, leading it to be considered both an epidemic and a significant global health crisis. However, despite the prevalence and considerable effects of loneliness, research on how this societal issue relates to the workplace remains



limited. To address this shortcoming, we investigate the relationship between loneliness, as a non-domain specific construct, and job satisfaction. In doing so, we make the theoretical contribution of proposing that loneliness is a permeating force that infiltrates individuals' experiences at work. Using three nationally representative samples of older working adults, we find empirical support for this proposition. Loneliness is negatively related to job satisfaction concurrently and is associated with a negative job satisfaction trajectory overtime. Further, these results hold while controlling for well-established predictors of job satisfaction found in the Jobs-Demand Resource model. In light of these findings, the ramifications of loneliness on employees, and subsequently the organizations that employ them, are likely far more significant, sustained, and irrespective of work characteristics than previously understood.

#### **The Role of Emotion in Job Satisfaction: A Meta-Analysis**

*Courtney Williams, University of Toledo*

*Jane Thomas, Purdue University Northwest*

*Janaki Gooty, University of North Carolina at Charlotte*

*George Banks, University of North Carolina at Charlotte*

*Allison Toth, University of North Carolina at Charlotte*

*Andrew Bennett, Old Dominion University*

*Alexandra Dunn, University of Mary Washington*

We meta-analytically examine the role of emotion in job satisfaction using 101 independent samples with 189 effect sizes across 54,738 individuals. We analyze the associations between positive and negative valence categories of emotion and job satisfaction, while also considering the moderating role of measurement (event specificity in emotion measurement, time referent for emotion and job satisfaction, and affective versus cognitive job satisfaction measures). Additionally, we compare this valence approach to emotion with the discrete approach to emotion by meta-analytically investigating the effects of fifteen specific discrete emotions on job satisfaction. Our findings confirm valence congruence in that positive emotions are positively related to job satisfaction ( $\rho = 0.52$ ) and negative emotions are negatively related to job satisfaction ( $\rho = -0.39$ ); however, these associations vary as a function of measurement properties. From a discrete perspective, the effects of specific positive discrete emotions demonstrate small variation from the positive valence category (ranging from affection  $\rho = 0.38$  to pride  $\rho = 0.55$ ), with only pride exceeding the valence category in magnitude. Negative discrete emotions are more nuanced in their effects on job satisfaction (ranging from envy  $\rho = 0.00$  to depression  $\rho = -0.66$ ), with anxiety, frustration, irritation, and depression exceeding the valence category in magnitude. In sum, our study highlights the cumulative evidence on the role of emotion in job satisfaction as well as the importance of measurement-related moderators, with implications for theory and practice therein.

#### **Say You'll Stay: The Effect of Grit and Work-Passion on Turnover Intentions**

*Luke Langlinais, West Virginia University*

*Anindita Bandyopadhyay, West Virginia University*

*Jeffery Houghton, West Virginia University*

Grit is perseverance and passion for long-term goals. However, there are limits to what grittiness can overcome and passion for work is not always beneficial. We invoke the dualistic model of passion to examine the differential mediating effects of passion type on the relationship between grit and turnover intentions. Harmonious passion involves an autonomous internalization while obsessive passion has a controlled internalization. Drawing on the self-determination theory of internalization, we find support for harmonious passion mediating the

relationship between grit and turnover intentions, but no support for obsessive passion.

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#### **45. Bulls on Parade: Strategy and the Investment Community**

*Thursday, 10:15 – 11:45 AM*

*Orleans D – Second Floor*

Session Facilitator:

*Ronei Leonel, University of Memphis*

#### **How Do Shareholders React If CSR Is Mandated?**

*Nishant Kathuria, University of Texas at Dallas*

*Cuili Qian,*

*Mike Peng, University of Texas at Dallas*

The literature often finds that when firms perform well in corporate social responsibility (CSR), they gain benefits from shareholders, leading to better corporate financial performance (CFP). Do the mechanisms that drive the relationship between CSR and CFP still hold when the basic assumption that CSR is voluntary is relaxed? Leveraging evidence from India, we examine this question in the context of CSR as a *mandatory* requirement for firms. By analyzing shareholder reactions around an event that proposes to mandate CSR in India, our study provides some evidence that shareholders *penalize* firms' socially responsible efforts when firms are legally required to perform CSR activities.

#### **Board Size and Duality on Analyst Recommendations: The Moderating Role of Ex-Military Directors**

*Juan Morales-Solis, University of Kansas*

*Christina Robichaud, University of Kansas*

While past research has suggested that weak board-manager relationships (larger boards, dual CEO-Chairman) have a negative influence on external assessments of a firm, we underscore the effects of board demographics on analysts' recommendations. Drawing on agency theory and upper echelons perspective, we argue that ex-military directors send a positive signal to analysts of future vigilant monitoring based on the ex-military director's background, discipline, obedience, selflessness, and other values suitable to ethical conduct. Using a sample of 871 US manufacturing firms 2005-2018, our results confirm that analysts react unfavorably to increasing board size and duality. However, our study reveals that the presence of an ex-military director reverses these effects—predicting increasingly favorable analyst recommendations for ex-military director firms.

#### **The Unintended Consequences of Shareholder Activism**

*Ronei Leonel, University of Memphis*

*Elise Perrault, College of Charleston*

*Kathleen Rehbein, Marquette University*

*Michelle Westermann-Behaylo, University of Amsterdam*

The purpose of this paper is to contribute to the emerging literature about the differences between activist tactics and their consequences. More specifically, we explore if a firm receptivity to shareholder activism influences future firm responses to other stakeholder activist groups, in this case, e-petitioners. E-petitions are requests signed by multiple individuals that progress only through interactive and social media channels. Shareholder activists have the legitimacy and means to influence firms' operations and firms are legally required to respond to them once social policy resolutions are filed. In contrast, e-petitions can be classified as an extra-institutional tactic, performed by non-salient

stakeholders lacking the control of critical resources and legitimacy. To test our hypotheses, we develop a unique dataset by combining hand-collected data on e-petitions targeting Fortune 500 firms from 2012 to 2017 and data on shareholder resolutions from Riskmetrics. Our empirical findings indicate that firms with higher receptivity to shareholder activism are less likely to respond to e-petitions. These empirical findings contribute to previous research that has found that activist tactics tend to employ different mechanisms of social change.

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#### **46. Work Family/Boundary(less) Working**

*Thursday, 10:15 – 11:45 AM*

*Royal A – Ground Floor*

Work and Family Issues

Session Facilitator:

*Melissa Carsten, Winthrop University*

#### **A Work-Family Perspective on Social Support for Employee Burnout**

*Jensine Paoletti, Rice University*

The social support paradox describes inconsistent findings on the role of social support for wellbeing, as some studies have found a negative correlation between social support and wellbeing, while others have found a positive correlation between social support and wellbeing. Thus far, some researchers have addressed this paradox by considering an individual's relative desired support and perceived support, but often in only one domain (i.e. either focused on home or work). This study extends research by considering both the work and nonwork domains at the within-person level. Thus, complementary fit between perceived and desired support from both domains was hypothesized to burnout such that when perceived support matches desired support, fit would be indirectly related to burnout. Testing the model did not result in strict congruence effects, although a dearth of perceived support (relative to desired support) predicted higher burnout at the within- and between-person levels. Unexpectedly, the results also imply that some cases of excess perceived support (relative to desired support) predict lower burnout at the between-person level. Results demonstrate the value of examining social support and burnout at the within-person level, as the study indicates that social support may be a response to acute burnout such that it stops feedback loops leading to chronic burnout.

#### **The Spillover of Partner Psychological Abuse**

*Merideth Thompson, Utah State University*

*Kaylee Hackney, Baylor University*

*Wayne Crawford, University of Texas at Arlington*

*Julena Bonner, Utah State University*

*Dawn Carlson, Baylor University*

Utilizing sociometer theory, we examine the impact of partner psychological abuse at home on an individual's self-esteem and the resulting effects on job performance in the work domain. Further, we integrate boundary theory and propose that the respondent's ability to psychologically detach from family will buffer those effects. Using a sample of dual-career married couples, we use the actor-partner interdependence model to test this for both individuals in the couple (176 men and 176 women) and find that psychological abuse by one's partner at home diminishes the target's self-esteem and contributes to reduced job performance, and that psychological detachment from family moderated the effect of psychological abuse on self-esteem for men only such that men are able to detach and buffer the effects on

their job performance. Implications for practice and future research are discussed.

#### **The Work Adjustment Process of Chinese Migrant Workers**

*Cindy LI, Baruch College*

*Donald Vredenburg, Baruch College*

This study examined the work adjustment experience of rural to urban Chinese migrants through an identity perspective. Our model suggests that identity strain emerges in part from challenging work demands and needs to be resolved through particular coping strategies. A study involving three-wave field survey data from 150 rural to urban migrant workers found that identity strain was central in the process by which migrant workers experienced work role conflict that required engagement strategies for workplace adjustment. Theoretical and practical implications receive attention.

**Keywords:** role conflict; identity strain; Chinese migrant workers; engagement coping strategy, work adjustment.

#### **The exacerbating effects of callings on the relationship between emotionally disturbing work and employee health**

*Stephanie Andel, Indiana University*

*Shani Pindak, University of Haifa*

*Paul Spector, University of South Florida*

The burgeoning occupational callings literature has shown that feeling called to a job is associated with an array of positive job-, career-, and health-related outcomes. However, recent studies have begun to indicate that there may also be a negative side of callings. The current study builds on this emerging perspective to examine whether feeling called to a job makes helping professionals more vulnerable to the negative effects of stressors. Specifically, we integrated identity, cognitive rumination, and psychological detachment theories to explain how feeling called to one's job (i.e., the strength of one's calling intensity) might bolster the negative, indirect relationship between emotionally disturbing work and strain (i.e., sleep quality, mental exhaustion, and alcohol consumption) through negative work rumination. Results from a 10-week diary study with a national U.S. sample of 211 paramedics revealed that on weeks that paramedics experienced more emotionally disturbing work, they engaged in greater levels of negative work rumination, which in turn was associated with greater mental exhaustion and worse sleep quality, but not greater alcohol consumption. In addition, calling intensity moderated the indirect effect of emotionally disturbing work on both mental exhaustion and sleep quality, such that these indirect effects were stronger among those with higher (vs. lower) levels of calling intensity. These results provide evidence that employees who feel most called to their jobs may be particularly vulnerable to short-term negative outcomes associated with emotionally disturbing work.

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#### **47. Track Chair Lunch**

*Thursday, 11:45-1:15 PM*

*Queen Anne B – Mezzanine Level*

By invitation only

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#### **49. Talk with Past President**

*Thursday, 1:15 – 2:45 PM*

*Board Room – Mezzanine Level*

Session Speaker:  
*Garry Adams, Auburn University*

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## **50. Racial Issues in the Workplace**

*Thursday, 1:15- 2:45 PM*  
*Royal B – Ground Floor*

Session Facilitator:  
*Maggie Davis, University of South Alabama*

### **You Can't Spell Ostracism Without Racism: Workplace Ostracism as An Inherent Form of Black Pain and Its Adverse Implications for Black Employees**

*Darryl Rice, Miami University*  
*Paul Prosper, Colorado State University - Global Campus*

The purpose of this study is to extend the research on Black pain in the workplace. For this purpose, we integrate conservation of resources (COR) and social cognitive theories in an effort to position (1) the ostracism of Black employees in the workplace as a source of Black pain that depletes their resources and (2) moral disengagement as a dissociative coping process used to numb the pain in a manner that prevents future resource loss. Subsequently, we propose that as Black employees experience more workplace ostracism, they are more likely to become morally disengaged. Given our COR framework, we also position conscientiousness as a resource-buffer and neuroticism as a resource-drainer. To this end, we propose that the relationship of workplace ostracism on moral disengagement for Black employees is weakened when conscientiousness is high compared to low. However, the relationship of workplace ostracism and moral disengagement for Black employees is strengthened when neuroticism is high compared to low. In summary, we explain and demonstrate why Black pain at work triggers moral disengagement for Black employees and when personality characteristics alter this particular relationship. Theoretical contributions, practical implications, and future research ideas are discussed.

### **Am I Not One of You? Asian Americans' Coping Processes to Workplace Discrimination during COVID-19**

*Christina Li, University of Oklahoma*  
*Daniel Goering, Missouri State University*  
*Huiyao (Leo) Liao, University of Iowa*  
*Qi Zhang, Oregon State University*

Since COVID-19, Asian Americans (AsAms) have been particularly vulnerable to workplace discrimination—scapegoated for the virus and profiled as disease carriers. Yet, little is known about the struggles they face to cope with it. We conducted two studies using both qualitative and quantitative methods to examine how AsAms are coping with workplace discrimination during COVID-19, a pandemic that is inextricably linked to AsAms' unique, dual social identities. We drew upon our qualitative interviews with AsAms who had experienced workplace discrimination during COVID-19 as well as social identity theory to develop a dual serial mediation coping process model. We tested this model using another sample of AsAms who experienced workplace discrimination. Results largely supported our hypothesized model. Specifically, AsAm employees' extent of their American social identity was positively related to blaming the offender and in turn negatively related to forgiveness, as offenders have violated the normative expectations of ingroup protection. In contrast, AsAms' extent of their Asian social identity was positively related to perspective taking and in turn forgiving the offender, which was

positively related to intentions to stay at the organization where they suffered the discrimination, as offenders' behaviors were within expectations of outgroup derogation. Our findings advance social identity theory and the workplace discrimination literature as well as offer implications to organizations on improving awareness of the discrimination against AsAm employees to eventually help them gain workplace inclusion during COVID-19 and beyond.

### **Moral Allyship at Work: How Ethical Leaders Improve the Workplace for Black Employees and the Role of Psychological Diversity Climate**

*Darryl Rice, Miami University*  
*Steven Day, North Carolina Central University*  
*Jamila Maxie, University of North Texas*

The issues of anti-Black racism, discrimination, marginalization, and exclusion have become a prominent topic for management and leadership scholars. Subsequently, organizations and organizational leaders have sought to understand how to be better allies to Black employees in the workplace. We seek to extend this literature by investigating how organizational leaders can improve the workplace for Black employees. For this purpose, we integrate ethical leadership and social information processing theories to explain how ethical leadership impacts Black employees' workplace experiences. Across three studies (two experiments and one field study), we propose and demonstrate that ethical leadership involves the structuring of a fair work environment. Correspondingly, as ethical leaders work to establish a fair work environment, this cultivates a positive psychological diversity climate for Black employees. In turn, by establishing a positive psychological diversity climate, Black employees are more likely to be engaged and are less likely to be ostracized in the workplace. Theoretical and practical implications are discussed. We conclude with limitations and future research ideas.

### **Snags in the Fabric: Discriminatory Implications of Workplace Appearance Norms**

*Naomi Samuel, University of Texas at Arlington*

When individuals assert one should “dress for success,” they may not realize they're alluding to demonstrably quantifiable outcomes tied to an individual's appearance. Salary amount, hiring recommendations, competence, and professionalism are among many factors which have been empirically associated with aspects of individual appearance—such as attractiveness, hairstyle, and even proactiveness of attire. The psychological processes and organizational factors which inform these relationships have been explored. However, examinations of the *discriminatory* implications of these norms often fail to address the pragmatic validity of fostering appearance norms to begin with. Further, if explicit and implicit uniforms are meant to deindividuate the organization, why does appearance-based discrimination persist even when these norms are enforced? This study will examine this question by first reviewing investigations which explore the meaning of workplace appearance from three perspectives: the individual, the female, and the organizational minority. Subsequently, the discriminatory implications of appearance norms will be raised. Finally, a critical fallacy in assumptions surrounding workplace dress homogeneity will be addressed.

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## **51. Come Together: Partners, Stakeholders, and Networks in Entrepreneurship**

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

Session Facilitator:

*Victoria Yates, Mississippi State University*

### **Exchange Types within Entrepreneurship Ecosystems: A Conceptual Overview**

*Jeffrey Muldoon, Emporia State University*

*Joshua Bendickson, University of Louisiana at Lafayette*

*Eric Liguori, Rowan University*

*Shelby Solomon, University of West Florida*

The literature on entrepreneurship ecosystems has placed more of a focus on market exchange as the primary mechanism of exchange in ecosystems. However, market exchange is just one type of social relationship used in the resource exchange process. In this article, we discuss varying forms of social relationships in entrepreneurship ecosystems and how these relationships determine the type of exchanges. Using social relations theory, we argue that entrepreneurship ecosystems must also include relationships such as market pricing, equality matching, authority ranking, and communal sharing to be successful and thrive. In doing so, we suggest an alternative perspective of the role of exchange relationships in ecosystems which takes into account both the geographic context and social relationships as equally important ecosystem components. Our contributions include 1) exposing social processes as the explanatory mechanism for exchanges instead of solely market forces, 2) illustrating the role of regional cultural differences in exchanges, and 3) emphasizing how entrepreneurs can better realize ecosystem benefits through understanding the methods of exchange in these ecosystems. These social relationships include a wide variety of different types of resources and exchange mechanisms, and this inclusion into the entrepreneurship ecosystem literature allows for a more complete view of ecosystems. This provides insight for entrepreneurs and all ecosystem participants in that a diverse set of exchange relationships, resources, and mechanisms will result in a more successful and productive entrepreneurial ecosystem.

### **The Effect of Fringe Benefit Offerings on Early-Stage External Financing**

*Yang Xu, U.S. Coast Guard Academy*

This empirical study is the first attempt to explore the complex relationships among a startup's fringe benefit offerings and the probability of its obtaining early-stage external financing. Analysis of the results obtained on a sample of 2791 firms in a longitudinal panel dataset revealed some interesting findings. Although most of the individual fringe benefit offerings had no significant independent effect, the combined fringe benefit offerings adopted at founding not only helped but also had an accelerating effect on the probability that a startup receives external financing. This empirical study is the first attempt to explore the complex relationships among a startup's fringe benefit offerings and the probability of its obtaining early-stage external financing. Analysis of the results obtained on a sample of 2791 firms in a longitudinal panel dataset revealed some interesting findings. Although most of the individual fringe benefit offerings had no significant independent effect, the combined fringe benefit offerings adopted at founding not only helped but also had an accelerating effect on the probability that a startup receives external financing.

### **Quit, stick or pivot: Investor traction and the impact on new venture funding**

*Griffin Cottle, University of Massachusetts-Dartmouth*

*Jeffrey Hornsby, University of Missouri-Kansas City*

*Alex Naar, Virginia Tech*

*Chad Coffman, University of Missouri-Kansas City*

*Sanwar Sunny, University of Baltimore*

Research on new venture pivots has centered on the recognition that while some ventures may need to radically change direction in order to survive, doing so risks disrupting their relationships with key stakeholders that had sustained the firm up to that point. Many of these studies focus on how entrepreneurs can manage the reorientation process so as not to imperil their existence during the transition. What has yet to be explored, however, is whether the inherent uncertainty of adopting a new business model results in the delay or denial of additional funding from investors. This study investigates the impact that pivoting has on investor traction and examines whether the receipt or denial of additional funding corresponds with the eventual failure or success of the firm.

### **Leading to Create and Capture Value in Open Innovation: Leadership Emergence and Effectiveness and Role of Entrepreneurial Behavior**

*Parisa Haim Faridian, San Diego State University*

Current leadership theories preclude integrative frameworks that consider complexities associated with leading both value creation and value capturing activities from an open system perspective. To address this gap, in this study, I extend the theoretical framework of leadership emergence and effectiveness to the context of open innovation (OI). I propose that leadership emergence and effectiveness in the context of open innovation is contingent upon a variety of domains, including technical, social, and entrepreneurship, central to successful value creation and value capture. In doing so, I investigate the motivational drivers and corresponding processes that regulate behaviors of diverse actors in open innovation context (e.g., volunteer innovators, unaffiliated actors, and organizational members). As a result, by discussing how OI leaders emerge and achieve outstanding outcomes, despite contextual challenges, this paper evokes leadership research in better understanding the complexities of roles, skills, and styles adopted by leaders in the knowledge economy. To that end, this paper addresses the gap in OI literature in identifying the link between leadership emergence and effectiveness, explaining how skills and activities related to leadership emergence compared to those related to leadership effectiveness. Further, this paper offers insights into the importance of both transformational and transactional leadership in the innovation development process. Furthermore, by highlighting the importance of entrepreneurial behavior such as opportunity recognition and improvisation, this paper sheds new lights on the innovation appropriation process.

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### **52. Innovations in Personality Research**

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

*Vieux Carre*

Session Facilitator:

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

Authors: Chandra Shekhar Pathki; Peter D. Harms; Benjamin McLarty; Jarvis Smallfield; Pamela Perrewé; Don Kluemper

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### **53. Qualitative Comparative Analysis (QCA)**

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

*Royal Salon*

Session Facilitator/Presenter:  
*Thomas Greckhamer, Louisiana State University*

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#### **54. Using Spline Regression to Study Congruence in Organizational Research**

*Thursday, 1:15- 2:45 PM*  
*Riverview*

Session Facilitator/Presenter:  
*Jeffrey Edwards, Kenan-Flagler Business School*

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#### **55. PsyCap, Covid, and Pressures, Oh, My!**

*Thursday, 1:15- 2:45 PM*  
*Orleans A – Second Floor*

Session Facilitator:  
*Jeffrey Haynie, Louisiana Tech University*

#### **Does misery love company? Geographical clustering and small business owners' development of Positive Psychological Capital**

*Andac Arikian, Florida Atlantic University*  
*Juliet Oriaiifo, North Carolina A&T State University*  
*Sam Ekwuribe, PathtoGrowth Entrepreneurship Centre*

We uncover a previously unacknowledged, yet highly significant, business-performance-enhancing externality that emerges when small businesses geographically cluster. Specifically, we argue that geographical clustering, and the associated increase in small business owners' (SBOs) density of interactions with other SBOs, help SBOs develop higher levels of positive psychological capital (PsyCap). A higher level of PsyCap in turn improves business performance as it increases SBOs' effectiveness in coping with stress-inducing adversities typically associated with small business ownership and management. We develop a set of hypotheses that explicate two specific paths – the 'perceptual path' and the 'informational path' - through which increased density of interactions with other SBOs in a cluster leads to an SBO's development of PsyCap, ultimately resulting in improved business performance. A structural equation model using survey data from the Aba Industrial Cluster in Nigeria provides strong support for all of our hypotheses.

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

#### **Too Much Psychological Capital? Exploring Curvilinear Relationships between oPsyCap and Performance After the COVID-19 Crisis**

*Vivien Jancennele, University of Houston-Clear Lake*

The positive linear relationship between psychological capital and varied organizational outcomes—including performance—is well-documented. Yet, recent conceptual work has started to recognize that for certain outcomes, too much psychological capital can be as detrimental as too little. In this study, we hypothesize that organizational psychological capital (oPsyCap) will have an inverted U-shaped relationship with market performance in the context of earnings conference calls prior to and after a major crisis. Leveraging the revelatory power of a recent major crisis (the COVID-19 pandemic), we further purport that this relationship will be steeper for the post-crisis period. Drawing on a sample of 952 pre- and post-COVID-19 earnings conference calls held by 476 S&P 500 firms, we

find that oPsyCap has a statistically significant inverted U-shaped relationship with market performance after the crisis, but not prior—thereby suggesting that moderate oPsyCap is more beneficial to market performance than either insufficient or excessive oPsyCap in post-crisis periods. Our findings contribute to extant literature by being the first to empirically confirm a curvilinear relationship between psychological capital and an important outcome variable—market performance. Furthermore, our lack of results prior to a major crisis, but not after, may suggest a new boundary condition.

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#### **Interactive Effects of Institutional Pressures and Internal Fit on Practice Adoption**

*Ling Wang, Concordia University*  
*Ketra Schmitt, Concordia University*

Aviation organizations present a research context to advance understanding of the interactive effects of institutional pressures and internal fits along with the organization's strategic responses to such integrating effects. We argue that internal fits describe the essential condition that a practice should be aligned with organizational self-interest and resource capability. With the case of the implementation of Safety Management System (SMS) practice over a decade in the global aviation context, we start from the key observation that organizations facing intense institutional pressures have different outcomes for SMS implementation. We present an in-depth analysis of two dimensions of practice, namely fidelity and extensiveness, and use this to highlight the different strategic responses and practice implementations that occur due to the interaction among external institutional pressures and internal self-interest with resource capability. We suggest that institutional pressures contribute to homogeneous practice initiation, and the interactive force between institutional pressures and internal fits results in heterogeneous practice implementation.

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#### **56. Human Resource Management**

*Thursday, 1:15- 2:45 PM*  
*Royal A – Ground Floor*

Session Facilitator:  
*Samantha Paustian-Underdahl, Florida State University*

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

#### **Don't Just Tell Me, Show Me: A Signaling Perspective on Fit Perceptions For LGBTQ+ Individuals**

*Cody Bradley, University of Arkansas*  
*Kristie Moergen, University of Arkansas*  
*Dorothea Roumpi, The Pennsylvania State University*  
*Lauren Simon, University of Arkansas*

Despite a recent and historic United States Supreme Court ruling that the 1964 Civil Rights Act protects gay, lesbian, and transgender employees from discrimination based on sex (*Bostock v. Clayton County, Georgia, 2020*), many barriers remain before workplace discrimination of LGBT individuals can be eradicated. In particular, attention to this specific group during the attraction phase of the employment cycle is currently lacking. Extant evidence suggests that many companies are actively trying to appeal to prospective LGBT employees, but empirical research on these efforts is scant. Drawing on signaling theory and extending a new classification system of signals, we argue and find support across two studies for the contention that website signals of LGBT diversity and inclusion can have a material

impact on perceptions of diversity climate and person-organization fit. Signals are most effective, however, when they go beyond simply *telling* (pointing signals) to actually *showing* how diversity and inclusion is embodied by an organization through their practices (activating signals). Practical implications and future extensions are also discussed.

#### **A Contingent Configurational Perspective of HRM Systems, Organizational Contexts, and Firm Performance**

*Meng Xi, Nanjing University*

*Yan Chen, Idaho State University*

Strategic human resource management (HRM) literature suggests that multiple unique configurations of HRM practices can exist to achieve horizontal fit and vertical fit and lead to optimal desired outcomes. However, prior studies have not adequately identified different configurations of HRM practices and aligned HRM configurations with organizational contexts to affect organizational outcomes. Using a sample of 481 organizations representing a range of industries, the present study found four distinct HRM systems, namely cost-minimizers, investment-maximizers, motivation-enhancers, and skill-builders. Moreover, by taking a contingent configurational perspective and utilizing fuzzy set qualitative comparative analysis (fsQCA), we found various configurations HRM systems and organizational contexts (i.e., firm ownership, firm size, innovation strategy, environmental uncertainty, local talent supply, and local government-market relationship) in predicting firm performance. The theoretical contributions and practical implications of these findings are discussed.

#### **When and Why does a new Telecommuting Arrangement Affect Employee Attitudes? Perceived Value is Key**

*Samantha Paustian-Underdahl, Florida State University*

*Janine Bosak, Dublin City University*

*Laura Little, University of Georgia*

*Andrew Keyes, Florida State University*

The most well-known form of flexible work, which is called telecommuting or working remotely, has become a widespread practice. Given the increased prevalence of telecommuting, organizations must believe that they are helpful for improving employee attitudes and experiences. Yet, previous studies have found mixed effects of Flexible Working Arrangement (FWA) policy availability and policy usage on employee attitudes. Additionally, these studies do not examine the factors that may explain why employees may or may not use a FWA policy when it is available. The current study uses data collected before and after a new telecommuting policy became available to employees, enabling us to better understand the factors driving telecommuting usage and changes in employee attitudes as a result of the policy. We integrate Conservation of Resources theory (Hobfoll, 1989, 2001) with the literature on organizational change to propose that there are two paths for how the availability of a new telecommuting policy may improve employee attitudes of job satisfaction and turnover intentions: 1) a symbolic path by which the perceived value of a telecommuting policy—regardless of the usage of telecommuting—improves job attitudes for employees via increased engagement, and 2) an instrumental path by which usage of telecommuting improves job attitudes through improvements in exhaustion. We use latent change scores and path analysis to examine our model.

#### **Managing Succession Candidate's Attribution and its Consequence**

*Cyriac Pattathil Joy, Iowa State University*

*James Summers, Iowa State University*

The scarcity of managerial talent and shorter average employee tenures has made middle managerial succession management a concern for organizations. HR practices like middle managerial succession management, high performance work practice, and high potential programs could lead to dissonance about the motives of the top management team or lead to negative attributions with severe repercussions like turnover. Employee succession is an HR practice with a weak HR system strength. Employee attributions about the favorability of high-performance work practices and high potential programs could result in ascending to the succession position instead of disengagement or turnover. Our conceptual model tries to capture the implications of utilizing two critical components to manage employee attribution, one at the individual level and one at the firm level, by drawing inferences from existing research across employee succession, HR system strength, and attribution literatures. The conceptual nature of our paper allows us to propose the interaction of the dual moderation by the supervisor's HR attributions at an individual level and the influence of HRM system strength at the firm level to provide crucial levers for practitioners to measure and influence the employee attributions leading to effective overall succession management. Our conceptual paper focuses on the organization's effective succession management, which is the aggregation of individual internal succession candidates being successfully developed for and ascending to key organizational positions, as a replicable HRM process and a source of organizational competitive advantage.

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#### **57. Dark Personality - Approaching the Dark Side: Understanding its Influence**

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

*Royal D – Ground Floor*

Session Facilitator:

*Jamie Williams, Tennessee Tech University*

#### **Machiavellianism: Could a New Operationalization Spark a New Conversation?**

*Jason Marshall, Binghamton University*

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

*Francis Yammarino, State University of New York at Binghamton*

*Shelley Dionne, Binghamton University - SUNY*

*Rory Eckardt, Binghamton University, State University of New York*

Like most personality constructs, Machiavellianism has been predominantly measured using explicit survey measures. However, based on recent methodological advancements in other areas of personality research (e.g., experience sampling methods) and the noted social desirability response bias associated with existing explicit measures of Machiavellianism, we saw a need to develop an alternative measure of the construct. Thus, in this study, we leverage computer aided text analysis (CATA) and supervised machine learning techniques to develop a novel text-based operationalization of Machiavellianism. Additionally, we develop two research questions regarding the stability and darkness of the construct. To address our research questions, we apply the text-based operationalization to 611 presidential addresses and 741 gubernatorial COVID-19 press briefings. Our results suggest that Machiavellianism may not always be stable within-person over time. Additionally, it appears context may play a role in the exhibition of Machiavellianism. Regarding the darkness of the construct, based on longitudinal data collected from YouGov polls, presidents who exhibited more Machiavellian behaviors actually garnered more positive subjective evaluations. These results are not entirely counter to prior theorizing or empirical results;

however, the subtle differences may open the door for a more nuanced examination of the construct.

### **Dark Triad Profiles and Impression Management Tactics: A Person-Centered Approach**

*Benjamin McLarty, Mississippi State University*  
*Rachel Frieder, University of North Florida*  
*Andrew Bennett, Old Dominion University*

Most previous research examining Machiavellianism, narcissism, and psychopathy tends to study these traits in isolation rather than as a “cluster of personality traits” as originally theorized (LeBreton, Shiverdecker, & Grimaldi, 2018). Nonetheless, “the very premise of the Dark Triad (DT) traits is that they co-occur in individuals making any attempt at understanding each trait in a vacuum limited in ecological validity” (Jonason & Jackson, 2016, p. 277). With this in mind, we utilize latent profile analysis (LPA) to explore how the DT traits co-occur together. In addition, we test how these traits manifest in the workplace in pursuit of the “getting ahead” motives (Hogan, 2007) that are largely characteristic of the DT (Jones & Paulhus, 2011). Results suggest that three distinct profiles of the DT traits exist; further, profile membership is related to differences in intimidation, but not self-promotion impression management behaviors. By using a person-centered approach, our research provides exploratory understanding of how dark personality traits operate within the workplace. Strengths, limitations, and directions for future research are discussed.

### **Hypercompetitiveness and the LMX Relationship: A Process Addressing Competitive Congruence on OCBs and Task Performance**

*Chandra Shekhar Pathki, University of Illinois at Chicago*  
*R. Gabrielle Swab, Towson University*  
*Paul Johnson, University of Mississippi*  
*Don Klumper, University of Illinois at Chicago*

In this study, we seek to evaluate how congruence between leaders and followers in their level of hypercompetitiveness leads to lower leader ratings of performance and organizational citizenship behaviors (OCB) via a decrease in leader-member exchange quality (LMX). We find the in(congruence) of hypercompetitiveness in the leader and subordinate has consequences on the LMX quality. Using latent moderated structural equations, we find that both a high and low congruence of hypercompetitiveness between the dyads leads to negative leader perceptions of LMX quality. Further, we find this mediating process damages subordinate performance of OCBs and task performance. We discuss the implications for these relationships.

### **Serving the Dark Side: The Influence of the Dark Triad on Servant Leadership**

*Jacob Whitney, University of Oklahoma*

When does servant leadership lead to workplace deviance? Building upon the lack of literature pertaining to the possible negative outcomes associated with servant leadership, I propose a model for analyzing the indirect relationship between servant leadership and workplace deviance via felt obligation. Relying on trait activation theory and social exchange theory, I propose that servant leadership activates the Dark Triad personality traits of narcissism, Machiavellianism, and psychopathy within individuals, which alters the relationship between servant leadership and felt obligation, as well as the indirect relationship between servant leadership and workplace deviance. Hence, servant leadership activates these dark traits within followers, and the followers engage in more workplace deviance. Overall, my

paper provides a unique perspective on the potential negative outcomes associated with servant leadership.

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### **58. Justice/Fairness/Time to Stand: It's About Justice and Leveled Fields**

*Thursday, 1:15- 2:45 PM*  
*Bienville C – Second Floor*

Session Facilitator:  
*Demetrius Lewis, Emory U.*

### **Justice Disparity in Work Teams: The Moderating Role of Leader Political Skill**

*Phoebe Pahnng, Iowa State University*  
*Sung Mo Kang, Iowa State University*  
*James Summers, Iowa State University*

The objective of this study was to examine the associations among justice disparity, team inclusion climate, leader political skill, and team task performance. Using a sample of 40 teams in Study 1, we found that interpersonal and informational justice disparity could have a negative impact on team task performance when those were mediated by team inclusion climate. In addition, we found that it is team inclusion climate, and not team elaboration climate, that mediates the disparity in performance. In addition, using a sample of 86 teams in Study 2, we found that disparity to inclusion to performance relationships can vary depending on the extent of leader political skill. The results of our study not only highlight the importance of mediators and moderators in regard to team diversity to team performance relationships, but further provide insights into the role of justice disparity in hindering team inclusion climate.

### **Rising Above Injustice: Toward an Understanding of Constructive Retaliation**

*Huda Masood, York University*  
*Len Karakowsky, York University*  
*Sheryl Chummar, York University*

The extant research has examined a number of ways in which individuals respond to workplace injustice, including forgiveness, silence, confrontation, and retaliation. While retaliation or revenge has been classified as a destructive or deviant response, there is reason to believe that revenge can be enacted in ways that are constructive. Drawing upon extant research and theory, we identify the conditions under which victims of injustice seek to retaliate via positive means. We refer to this type of response as *constructive retaliation*. Our framework, along with our research propositions, are intended to serve as a guide for future research to explore a more nuanced understanding of how individuals respond to workplace injustice. Specifically, the perspective presented in this paper acknowledges the capacity of victims to retaliate in ways that elevate their self-worth and allow them to *rise above* injustice.

### **It's the Little Things in Life: Understanding the Effects of Hassles on Counterproductive Behaviors**

*Christopher Reina, Virginia Commonwealth University*  
*Alisha Gupta, Virginia Commonwealth University*  
*Kathleen Keeler, Virginia Commonwealth University*

Despite longstanding interest in the work-life interplay, organizational research continues to focus on how work and family role-specific stressors influence work outcomes. Little research exists exploring the role of non-work/non-family related stressors (i.e., hassles) on work

processes. In this paper, we test the effects of hassles on counterproductive work behaviors (CWB). Drawing on the work-home resources model, we propose that the experience of daily hassles contributes to higher levels of CWB by depleting energetic resources which leads to burnout. Further, we suggest that mindfulness serves as a protective resource that can buffer against the depletion associated with hassles. Results are largely in line with our predictions such that the relationship between burnout and CWB is contingent on levels of mindfulness, and the indirect effect of hassles on CWB through burnout was stronger when individuals were less mindful.

### **Getting even with unfair customers: The roles of employees' insomnia, revenge desires, and turnover intention**

*James Lavelle, University of Texas at Arlington*

*Joohan Lee, Troy University*

*Marla White, University of Texas at Arlington*

*David Herda, Louisiana Tech University*

*Deborah Rupp, George Mason University*

This paper develops and tests a sequentially mediated process model linking customer service employee perceptions of unfair treatment from customers to customer-directed counterproductive work behavior (CWBC) first through insomnia and then desire for revenge. We examined our hypotheses in a field study of 295 customer service employees using time-lagged data collected at four points in time. Integrating insights from the injustice as a stressor perspective and self-regulation models, we argued that customer injustice leads employees to experience sleep problems, thus depleting their available cognitive and emotional resources. When such depletion occurs, it can become more difficult for employees to effectively control and regulate their desires for revenge and consequently, they may ultimately act on those heightened desires by engaging in CWBC. We further reasoned that when employees' turnover intention is high, they will be more likely to act on their revenge desires because the fear of negative repercussions from engaging in CWBC is lessened. We found support for our hypothesized sequential indirect effect of customer injustice on CWBC first through insomnia and then desire for revenge, as well as the moderating effect of turnover intention on this process. Implications for research on customer injustice are discussed.

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### **59. Leader mindfulness /gratitude/community/Stay Focused: Leader Mindfulness, Gratitude and Community Building**

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

*Royal C – Second Floor*

Session Facilitator:

*Steven Day, North Carolina Central University*

### **Leader Mindfulness and Humility: A Trickle-Down Model**

*Chris Adams, Southern Illinois University*

*Min Carter, Southern Illinois University, Carbondale*

While the extant literature has documented that mindfulness and humility may promote beneficial employee work behavior, recent theoretical developments suggest that leader humility may have unintended negative effects on employee behavior. Using attribution theory, this paper proposes a trickle-down model of leader trait mindfulness and humble leadership behaviors on employee states (i.e., mindfulness and psychological safety) and their subsequent behaviors, and further explores the moderating effect of employee narcissism. This study suggests that employees' attributions of humble leader behaviors give rise to their psychological states, coupled with their narcissistic personality, which will in turn impact their citizenship and

counterproductive work behaviors. Implications for future research and practice are discussed.

### **An Examination of The Antecedents and Consequences of Leader Mindfulness: A Meta-Analysis**

*Yuyang Zhou,*

*Hock-Peng Sin, Florida International University*

*Chen Wang, Western Michigan University*

Leaders occupy the most critical roles in organizations. A growing body of research on mindfulness in the field of leadership suggests that mindfulness is a highly beneficial factor for various leader and organizational outcomes. However, ambiguities still exist with regards to the conceptualization of leader mindfulness, as well as its antecedents and consequences. The purpose of this study is to quantitatively review the research related to leader mindfulness. Specifically, we investigate and present evidence of the importance of leader trait mindfulness and mindfulness intervention targeted at leaders. Meta-analytic results from 53 independent samples and 8,134 leaders suggest that leader trait mindfulness significantly relates to both leaders' and followers' well-being (e.g., leaders' reduced anxiety, depression, and stress; followers' enhanced job satisfaction and decreased emotional exhaustion). Leader trait mindfulness is associated with various leadership styles—including transformational leadership, authentic leadership, and abusive leadership—and high-quality leader-member relationships. In addition, leader mindfulness is related to enhanced followers' job performance. Although we find no support for the malleability of leader trait mindfulness through mindfulness interventions, findings from our study suggest that mindfulness interventions can reduce leader stress. Through this quantitative review, we synthesize findings on leader trait mindfulness and mindfulness interventions for leaders, identify research gap in the literature, and lay a solid foundation for advancing research on leader mindfulness.

### **Let's Say Thanks: How Motivating Language Increases Engagement and Empowerment through Follower Gratitude Cross-Nationally**

*Doreen Hanke, McNeese State University*

*Jacqueline Mayfield, Texas A&M International University*

*Milton Mayfield, Texas A&M International University*

This study examines whether a leader's motivating language use cultivates individual follower gratitude and ultimately, work engagement and empowerment in both the USA and India. It also seeks to discover if the proposed research model shows significant differences between the two divergent national contexts. We examined our model by distributing online questionnaires to a wide range of full-time employees in the United States and India using Mechanical Turk. We used path analysis to analyze our model. Results reveal that in both countries motivating language has positive relationships with an employee's state-based gratitude, engagement, and psychological empowerment. As predicted, gratitude partially mediates the relationships between motivating language and the two outcomes. However, the strengths of these relationships differ between both samples. The USA and Indian models diverge in the strengths of motivating language and gratitude links even though both associations are positive. Several theoretical and practical implications are explored. Lastly, limitations and future research suggestions are discussed.

### **Community matters too: Roles of community and organizational attachment on employee performance.**

*Barjinder Singh, Elon University*

*T.T. Selvarajan, California State University-East Bay*

*Stephanie Solansky, Texas State University*



Research on attachment has neglected three things. First, the role of community attachment on employment relationships. Second, the role of psychological mechanisms that facilitate or hinder the influence of attachment on employee behaviors. Finally, the role of boundary conditions that generate differential reactions to attachment in the determination of employee outcomes. Building on conservation of resources (COR) theory, our study hypothesizes that *life satisfaction* mediates the positive relationships between organizational and community forms of attachment and employee performance. Further, our study also proposes that organizational attachment – life satisfaction and community attachment – life satisfaction relationships are moderated based on employee racial affiliations, such that the above relationships are stronger for minorities as opposed to Whites. Using an employee-coworker matched-pair sample (n= 165), we found that life satisfaction mediates the relationship between both forms of attachment and employee performance, and we also found that the relationship between organizational attachment and life satisfaction is moderated by race. Our study also discusses practical implications, research extensions and directions for future research.

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### **60. Losing My Religion: Corporate Misconduct and Companies in Crisis**

*Thursday, 1:15- 2:45 PM*  
*Orleans D – Second Floor*

Session Facilitator:

*Habib Islam, Old Dominion University*

### **Minority-CEOs and Organizational Misconduct: Empirical Evidence from S&P 500 Firms**

*Michael Abebe, The University of Texas Rio Grande Valley*  
*Hazel Dadanlar, The University of Texas Rio Grande Valley*  
*Guadalupe Solano, University of Texas Rio Grande Valley*

There is growing scholarly attention on the role executives---in particular Chief Executive Officers or CEOs---play in reducing and sometimes facilitating the occurrence of organizational misconduct. This study seeks to extend the ongoing scholarly work in this area by exploring the relationship between the presence of ethnic minority-CEOs and the occurrence of organizational misconduct. Drawing insights from stereotype threat theory and the literature on executive 'glass ceiling', we argue that minority-CEO led firms engage in less organizational misconduct because minority-CEOs, given the limited career advancement opportunities and the harsh workplace evaluations they often endure en route to such a top position, are more likely to be hypervigilant and may view the occurrence of organizational misconduct under their watch as a substantial career risk. Furthermore, we also propose that minority-CEOs are likely to be more effective in reducing the occurrence of organizational misconduct when there is a higher proportion of minority-directors on the board. Our analysis of data on employment- and customer-related misconduct among large, U.S.-based firms in the S&P 500 between 2007-2016 provides empirical support for these predictions. These findings demonstrate that diversity in the upper echelons (in this case, the presence of minority-CEOs and directors) is not only associated with improved organizational performance but also has a positive implication for ethical leadership, as evidenced in fewer incidents of organizational misconduct.

### **CEO Characteristics and Corporate Social (Ir)responsibility? A Meta-analytic Examination**

*Sibel Ozgen, Florida International University*

*Dasol Sim, Florida International University*  
*Ronaldo Parente, Florida International University*

Research on CEO characteristics and social performance has developed along two largely separate paths: corporate responsibility and irresponsibility, neither of which have been empirically summarized. In this paper, we meta-analyzed over 500 empirical studies to estimate true correlations between five broad categories of CEO characteristics (demographics; personality, leadership, values; CEO power; CEO experience; other characteristics) and firm-level social (ir)responsibility. We find that CEO gender, CEO values, CEO narcissism, CEO duality are significantly associated with social (ir)responsibility. We discuss implications for upper echelons research, as well as practical implications of our findings.

### **Passive boards and organizational crisis**

*Habib Islam, Old Dominion University*  
*Matthew Farrell, Old Dominion University*

Organizational crisis is a widespread phenomenon that influences every aspect of an organization from financial success to survival. In this paper, we investigate one of the antecedents of an organizational crisis namely passive board's action. We explore, using social exchange and social identity theory, how passive boards' actions differ fundamentally from non-passive boards' and how these actions could lead to crisis. We find no clear relation between passive boards' actions and organizational crisis.

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### **61. Multi-Theoretical Perspectives on Organizational Fit**

*Thursday, 3:15- 4:45 PM*  
*Queen Anne Parlor*

Session Facilitator:

*Andre Taybron, Texas A & M University*

### **Job Identification, Political Ideology, and Dual Diagnosis: A Multilevel Investigation**

*Ryan Teschner, University of Texas at Dallas*

Personal political beliefs have become an essential societal phenomenon that have a wide array of interpersonal outcomes. However, research on supervisor-subordinate political ideology dissimilarity—whether subordinate and supervisor share the same political views—is limited within organizations. We begin by elucidating on how job identification—or self-esteem derived from a job-related identity (Luhtanen & Crocker, 1992)—can mitigate the effects of supervisor-subordinate political ideology dissimilarity. Thus, exploring how job identification and dissimilarity between supervisor and subordinate combine to influence the subordinate's dual diagnosis wellbeing (mental health and substance use). Specifically, we examine how such political ideology dissimilarity moderates the relationship between job identification and wellbeing (using mental health and substance abuse – dual diagnosis) by drawing on concepts from identity theory, social identity theory, and diversity research. We link job identity and political ideology in an attempt to explore the individualized experiences of belonging to multiplex, fluid categories which make up our social identity in organizations (Nkomo, Bell, Roberts, Joshi, & Thatcher, 2019). We find support for the assertion that political ideology influences dual diagnosis with a multi-level, experience sampling design. Our study contributes to the literature on relational demography and wellbeing by identifying how, why, and under which conditions supervisor-subordinate political ideology

dissimilarity influences employees, and in-so doing we extend the understanding of wellbeing in organizations.

**Keywords:** job identification; political ideology; dual diagnosis; mental health, substance use

### **Person-Environment Fit: A Luxury Good For Those Who Can Afford It?**

*Franziska Renz, The University of Texas at El Paso*

This study integrates organizational demography theory into person-environment fit theories to question the assumption that all employees can afford to strive for person-environment fit. The ethnic/racial diversity in organizations is investigated as a boundary condition. Publicly accessible and objective data from organizations in the S&P 1500 index were collected through Compustat, ExecuComp, the Bloomberg Terminal, and the websites of Fortune, the United States Census Bureau and the U.S. Department of Labor. A path analysis of time-lagged data was performed to support causal relationships between the examined constructs, while controlling for alternative explanations. Unsafe working conditions turn the u-shaped relationship between ethnic/racial diversity and turnover into a reversed-u-shaped relationship because employees in precarious jobs, especially persons of color, cannot afford to leave unsafe working conditions. Organizations with unsafe working conditions are more likely to invest in sustainability initiatives. However, their financial performance does not benefit from this investment. Implications for scholars, practitioners, and policy makers are derived.

### **Do Customers Influence CEO Activism? Significance of the Alignment Between Customer Ideology and CEO Activism**

*Md Kamrul Hasan, University of North Texas*

*Derrick D'Souza, University of North Texas*

*Parker Richey, University of North Texas*

CEO activism is a growing field in the literature that has been studied concerning its impact on the company and society. However, research has failed to consider the significance of the alignment between CEO activism and customer ideology. In this study, we build a theory by arguing the importance of the alignment between CEO activism and customers' ideologies and the subsequent achievement of social approval that leads to better firm performance. Furthermore, we show the moderating effects of political, social, and environmental factors on the alignment. We borrow from the logic of stakeholder theory to look at the theoretical framework we are proposing. We further discuss the validity of the framework using the example of 78 companies where CEOs engaged in activism stances. The theoretical contribution of the framework includes extending the literature on CEO activism by incorporating the importance of integration of customer ideology with CEO activism to earn social approval and better firm performance for the company. The managerial implications include the importance of including the perspectives of the customers while engaging in activism.

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

### **Gender differences in core self-evaluations: A meta-analytic review**

*HeyIn Gang, Iowa State University*

*Marc Anderson, Iowa State University*

*James Summers, Iowa State University*

Women are widely believed to have lower self-confidence than men, but there is a surprising lack of systematic evidence regarding this belief. This is an important issue for many reasons. Gender differences in self-confidence could help explain such ongoing concerns as gender wage inequality and gender inequality in upper managerial positions and in STEM fields. Research has found that confident employees have

better job performance, higher job satisfaction, and exhibit more successful leadership behaviors. However, is it really true that women lack self-confidence? We answer this question with a meta-analysis of gender differences in the construct that best measures self-confidence—core self-evaluations (CSE), a broad dispositional trait that represents an individual's basic evaluations of themselves and comprises the four specific traits of self-esteem, generalized self-efficacy, locus of control, and emotional stability. Our findings reveal only trivial gender differences in CSE ( $d=.049$ ). Unexpectedly, the gender gap is statistically significant in Western countries but non-significant in non-Western countries. These findings have crucial implications for research on gender studies, and the trivial effect sizes we found largely refute the lay beliefs that women lack self-confidence compared to men.

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### **62. Let's Get Digital: Let Me Hear Your Info Talk**

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

*Orleans B – Second Floor*

Session Facilitator:

*R. Gabrielle Swab, Towson University*

### **Liabilities of newness and smallness in the digital entrepreneurship age: A review and reconsideration**

*Franz Lohrke, Auburn University*

*Alexander Hamrick, Auburn University*

*Qiongrui Yao, Auburn University*

New ventures and small- to medium-sized enterprises often face myriad competitive challenges based on their newness and/or size. We posit, however, that the rise of digital entrepreneurship (DE) may at least partially mitigate some of these disadvantages. We first briefly review extant research and then examine how digital technologies can help entrepreneurial firms alleviate liabilities and/or maximize advantages (e.g., strategic flexibility) related to newness and smallness. In doing so, we also discuss DE's potential impact on the entrepreneurial process, focusing on how it affects entrepreneurial, engineering, and administrative problems that entrepreneurs must address. We conclude by suggesting future DE research avenues related to these issues.

### **The Organization's Efforts to Engender Employee Felt Responsibility in the context of Information Security**

*E. Mauricio Angee, St. Thomas University*

*Stephanie Maynard-Patrick, University of Illinois Springfield*

Organizations struggle with achieving employee compliance with information security policies (ISPs). This paper proposes that employees' felt responsibility is a key mechanism that leads to compliance with ISPs, and that felt responsibility is positively affected by the organization's information security awareness efforts and the information security climate the organization cultivates. Information Security Awareness programs can drive feelings of responsibility as they not only train employees about the risk the organization faces, but also specifically how employees in their role are able to prevent data breaches and loss. Information Security Climate should also increase employees' felt responsibility as the organization's policies, procedures, and consequences all serve to hold employees accountable and define employees' responsibilities. Finally, perceived organizational support should moderate these relationships, serving to augment the effects of information security climate and awareness programs to increase employees' felt responsibility.

### **Building trust on digital labor platforms: An integrative**

## framework

*Qiongrui Yao, Auburn University*

*LaKami Baker, Auburn University*

*Franz Lohrke, Auburn University*

In the platform economy, digital labor platforms (DLPs) facilitate economic transactions between platform-dependent entrepreneurs (PDEs) and clients. Information asymmetry arises, however, because PDEs are more informed about their abilities than clients are, which may lead to only poor quality PDEs remaining on DLPs and to lower prices for PDEs' services over time (i.e., the "lemons problem"). The market/price mechanism alone is not sufficient to remedy this and, thus, needs to be complemented by trust. We highlight the important role different forms of trust play by developing propositions about how institutional trust initially emerges between DLPs and both PDEs and clients individually, and how swift trust appears between PDEs and clients. During first-time transactions, passable trust develops between PDEs and clients, and knowledge-based trust evolves between all three parties. In recurring transactions, competence- and integrity-based trust emerge between PDEs and clients. Gradually, trust development can mitigate the lemons problem on DLPs.

### **The Role of Digitalization in Decreasing Gender Gap in Opportunity Driven Entrepreneurship**

*M. Mahdi Moeini Gharagozloo, Morgan State University*

*Mahdi Forghani Bajestani, Old Dominion University*

*Fatemeh Askarzadeh, Old Dominion University*

Women entrepreneurs are a promising yet under-supported group that have notable impacts on the economy. Recent societal attempts to empower female entrepreneurs motivate research on determinants of female participation in entrepreneurship. Drawing on insights from information economics, this paper examines the effect of the digital readiness of an economy on women's entrepreneurship. Using a sample of more than 400 international observations over the 2010-2016 period, we show that the capability of an economy to exploit digital opportunities increases female participation in opportunity-driven entrepreneurship. The results also indicate that in populations with higher perceived opportunity and lower fear of failure, the positive role of digital readiness in women's entrepreneurship strengthens. This study delineates the link between macro and micro levels of analysis and advances our knowledge of comparative research on female entrepreneurship.

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### **63. Incubator for Management Education Scholarship**

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

*Royal Salon*

Session Facilitator:

*Jennifer Leigh, Nazareth College*

Panelists:

**Paul Hibbert; Arran Caza; Oliver Laasch**

This interactive PDI workshop is designed as both a 'Meet the Editors' informational opportunity and a developmental incubator for scholarly work within the management education/innovative teaching domain. The editorial team from two management education journals, *Academy of Management Learning & Education* (AMLE) and *Journal of Management Education* (JME), will share insights on authoring for management education publications. The session will cover issues related to evidence of student learning and educational impact and provide, via roundtable discussion, developmental feedback on

management education scholarship to participants who come with a 1-page long abstract description of current works-in-progress or ideas for future scholarship.

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### **64. Successful Careers Outside Research-Intensive Universities**

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

*Queen Anne A – Mezzanine Level*

Session Facilitator:

*Susana Velez-Castrillon, University of West Georgia*

Presenters/Panelists:

**Yifeng Fan; Ashley Salaiz; Pooya Tabesh; John Upson**

This PDI seeks to gather faculty in balanced or teaching-oriented institutions to discuss the challenges of working in these institutions and suggestions for successful careers. While most academic jobs are from balanced institutions, Ph.D. programs do not prepare future faculty for careers outside research-intensive institutions. Therefore, successfully managing this transition is key to long-term thriving and wellbeing. Following our PDI at SMA in 2020, this year we will discuss 1) balancing institutional demands and scholar's research aspirations; 2) lessons learned from the past year adjusting to "new normal"; and 3) finding the beauty beyond the world of research-intensive institutions.

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### **65. Open Science**

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

*Vieux Carre*

Session Facilitators/Presenters:

*Larry Williams, Texas Tech University*

*Chris Castille, Nicholls State University*

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### **66. So, you want to expand internationally?**

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

*Orleans A – Second Floor*

Session Facilitator:

*Ling Wang, Concordia University*

### **The Co-evolution of Institutions and Internationalization Research and Practice**

*Rusty Karst, Texas A&M University - Corpus Christi*

As international business is progressively influenced by contemporary globalization and economic interconnectedness, the institutional context of firm internationalization has become increasingly important to research and practice. Environmental effects of institutional influence can be observed across diverse aspects of internationalization processes, decision-making and outcomes. Likewise, the internationalization process itself may prompt institutional change in home and host markets. The tightly coupled nature of reciprocal relationships between institutions and internationalization has spurred co-evolution over time. We contribute to the literature by providing a detailed mapping of this co-evolution across diverse contexts, to include associated research, theory, and practice.

### **Global leadership effectiveness: Nomological network, review, and research agenda**

*Marketa Rickley, University of North Carolina at Greensboro*  
*Madelynn Stackhouse, University of North Carolina at Greensboro*

Within the global leadership field, there is substantive divergence in the domains of global leadership versus global leadership effectiveness. In contrast to global leadership, which enjoys conceptual clarity enabling accumulative progress, the construct of global leadership effectiveness is comparatively undertheorized, with instances of definitional ambiguity and disjointed methodological operationalizations across studies. The purpose of this article is thus to provide a systematic review of global leadership effectiveness literature. In doing so, our contributions are fourfold. First, we map the nomological network of the global leadership effectiveness construct. Second, we offer an inclusive, comprehensive definition. Third, we review research findings at the individual, group, and organizational levels. Finally, we integrate extant insights and offer suggestions for research, organized within the typology of the content domain along the identified dimensions of global leadership effectiveness. Together, our goal is to build a foundation for future research examining the roles of leadership and the global context as antecedents of global leadership effectiveness.

### **Subnational Regions, Industrial Agglomerations, and the Export Propensity and Intensity of Emerging Economies' Firms**

*Gonzalo Molina Sieiro, Florida State University*  
*Katia De Melo Galdino, Georgia Southern University*  
*Sergio Rezende, Pontifícia Universidade Católica de Minas Gerais*

Using institutional theory, we posit that the export propensity and intensity of emerging economies' firms are affected by their location (i.e., subnational region) and industry, as well as the interaction between these two features (i.e., industrial agglomerations within subnational regions). Up to the present date, research has focused on country-level features. Limiting the influence of the institutional environment to the country-level, however, provides an incomplete assessment of its effect on firms' exporting behavior. We use variance decomposition to analyze the effects of industrial agglomerations within subnational regions on exporting behavior. Using a sample comprised of 33,508 firms in nine large emerging economies, we provide a robust assessment of the importance of considering subnational regions when analyzing the exporting behavior of firms in emerging economies.

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### **67. The Bad Leaders are Here! Arming to Mitigate**

*Thursday, 3:15- 4:45 PM*  
*Bienville C – Second Floor*

Session Facilitator:  
*Alana Bell, University of South Alabama*

### **How Supervisors Learn to Betray Employees? The Impact of Organizational Cynicism on Employee Feelings of Violation and the Role of Neuroticism**

*Darryl Rice, Miami University*  
*Carliss Miller, Sam Houston State University*

Our research investigates and explains the process of how supervisors learn to betray employees. For this purpose, we leverage social cognitive theory to propose that organizational cynicism trickles down to positively impact supervisory cynicism. In turn, as supervisors demonstrate increased levels of cynicism and a lack of integrity that makes it more likely that they will elicit employees' feelings of violation. Additionally, we target employee neuroticism as a boundary condition of our model. Specifically, highly neurotic employees react

more strongly to negative work experiences, such as working for a cynical supervisor. Thus, the impact of supervisory cynicism on employee feelings of violation is stronger when employee neuroticism is high. The results from three studies (two experiments and a multi-source field) support our second-stage moderated-mediation model. We discuss implications, limitations, and future research.

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

### **CEO Narcissism and Firm Performance: Exploring Moderated and Curvilinear Relationships**

*Scott Boswell, Commerce Trust Company*  
*Ekin Pellegrini, University of Missouri- St. Louis*  
*Thomas Eysell, University of Missouri- St. Louis*

Chief Executive Officers (CEOs) may have narcissistic tendencies that impact firm performance. Narcissistic leaders are often viewed negatively both inside and outside the firm. Should such negative perceptions disqualify a leader? This study investigates an optimal level of CEO narcissism in its impact on firm financials, and three moderators (firm's lifecycle, capitalization, and industry) that may impact the optimal level. The question of narcissistic traits in top leaders being good or bad remains an open question. In addition, the top organizational leaders' impact on the movement of securities pricing has not yet been investigated as it pertains to their leadership characteristics. Further, this is the first leadership study that defines performance as positive stock price change, which aligns the performance of management with the most important measure of shareholder satisfaction. The current study uses self-report data from CEOs in examining the optimal level of CEO narcissism against the stock price and financial performance of the organization that they lead. As expected, we found a nonlinear relationship between CEO narcissism and firm performance. Results suggest significant moderating effects of company lifecycle, industry, and capitalization. These findings underscore the importance of considering narcissistic traits in CEO selection and executive coaching.

### **How Supervisor Narcissism Leads to Subordinate Shame and Turnover, The Mediating role of Abusive Supervision**

*Saad Ashraf, Southern Illinois University*

Narcissists are prevalent in leadership positions in organizations, but they can be responsible for creating a toxic and abusive environment at workplace. Integrating social information processing theory with insights from the theory of threatened egotism and aggression, I plan to develop and test a model that sheds light on the process of narcissistic abuse. This study goes beyond previous research because it simultaneously investigates the relationship between supervisor narcissism and abusive behavior, as well as how supervisor narcissism and bottom-line mentality (BLM) interactively work to affect abusive supervision. Finally, I also explore the outcomes for subordinates who face this abuse. This study aims to contribute to the narcissistic leadership and abusive supervision literature. Furthermore, this research can offer insights to managers regarding how they might best mitigate the detrimental effects of narcissistic abuse.

### **Cronyism's Effects on Employee Attitudes and Behavioral Intentions: Differences Among Supervisors' Ingroup and Outgroup Members**

*Laura Walker, University of North Texas*  
*Johnson Varghese, University of North Texas*  
*Mark Davis, University of North Texas*

Although suspected to be a widespread phenomenon, workplace favoritism is an under-researched area of study, especially in the United

States (Lipman, 2018). Only a handful of scholars have queried the direct effects of favoritism types, such as cronyism, on individual outcomes (e.g., Arasli & Tumer, 2008; Turhan, 2014), and most studies used samples from private firms in Middle Eastern countries where tribalism (i.e., loyalty to one's family or social group) is conventional. To date, no research has examined perceived cronyism behavior in U.S. local government entities, nor used ingroup membership as a boundary condition. In an attempt to expand favoritism literature, this paper examines the moderating role of ingroup membership on cronyism's relationships with job satisfaction, organizational commitment, and turnover intention. Among a sample of 407 U.S. local government employees, results of this study indicate that employees who consider themselves members of their supervisor's outgroup experience stronger, negative relationships between cronyism and job satisfaction and organizational commitment than employees who perceive themselves as members of their supervisor's ingroup. Results further indicate that employees who perceive high levels of cronyism tend to have higher levels of turnover intention, but the relationship does not differ between ingroup and outgroup members.

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## **68. Insane in the Brain: Sociocognitive Perspective in Strategy**

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

*Orleans D - Second Floor*

Session Facilitator:

*Kira Haensel, Florida International University*

## **The Antecedents and Consequences of CEOs' Use of Powerful Language**

*Radina Blagoeva, University of Georgia*

*Abhijith Acharya, Singapore Management University*

*Scott Graffin, University of Georgia*

We integrate relative deprivation theory and impression management research to explore how chief executive officers (CEOs) attempt to enhance their position and how this impacts themselves and their firms. We introduce the use of powerful language as an impression management technique that CEOs who lack high reputation could use to enhance their position by appearing more competent in the eyes of important stakeholders. We further predict that CEOs who are overconfident or have an elite education, perceive the gap between their reputation and that of their high reputation peers as bigger, which intensifies their efforts to manage the impressions of stakeholders. We also posit that the use of powerful language by CEOs benefits them by increasing their future compensation and board seats, but harms the firm because it results in lowering their firm's stock performance. Using a matched sample of 1902 S&P 1500 CEOs we find support for most of our predictions.

## **Exploring the Relationship between Strategic Attention Breadth, CSR, and Firm Performance**

*Vivien Jancanelle, University of Houston-Clear Lake*

The attention-based view literature has typically studied the relationship between strategic attention breadth and firm performance with linear hypotheses. Yet, a tension in the literature suggests that when it comes to strategic attention breadth, a balanced position may be most beneficial, as neither too narrow nor too broad attention seems advisable. Indeed, particularly narrow strategic attention may lead to missed opportunities, while exceedingly broad strategic attention may lead to cognitive overload, slow decision making, and ineffective information processing. Building on the trade-off implied in the

literature, we posit and test for an inverted U-shaped relationship between strategic attention breadth and firm performance. Further, we contend that attention to corporate social responsibility (CSR) will have a flattening effect on the strategic breadth-firm performance relationship, as CSR may inform opportunity selection. Our hypotheses are supported with multiple firm performance dependent variables and a content analysis of annual reports corresponding to a 5-year longitudinal sample of 2,245 S&P 500 firms.

## **Microfoundations of Environmental Performance: Technical Expertise and Managerial Influence**

*Kira Haensel, Florida International University*

*Aya Chacar, Florida International University*

*Magdalena Viktora-Jones, Florida International University*

This study drills into the microfoundations of firm environmental performance by focusing on the level of influence and technical expertise of the managers in charge of environmental affairs and reporting. It argues that higher-level managers and managers with specialized technical expertise are better able to affect the changes needed to improve environmental performance. While higher-level managers have greater discretion and access to top-level managers, and hence have a greater ability to directly affect change, environmental managers have the necessary expertise and focus to implement and integrate environmental policies throughout the organization. Preliminary empirical testing however finds only a link between environmental expertise and improved environmental performance. This suggests expertise and attention may be more important than discretion when it comes to environmental performance. The results are based on a sample of 123 S&P 500 firms required by the Environmental Protection Agency, or EPA, to annually report their toxic emissions to the Toxic Release Inventory or TRI.

## **Negative Impression Management and its Antecedents**

*Owen Parker, University of Texas at Arlington*

*Cole Short, Pepperdine University*

*Varkey Titus, University of Nebraska-Lincoln*

*Peter Nahm, Texas A&M University*

*Wayne Crawford, University of Texas at Arlington*

Research on organizational impression management (IM) now details an increasingly broad array of managerial tactics aimed at influencing how stakeholders perceive the firm. However, this literature has focused exclusively on positive impression management, neglecting the fact that managers sometimes *downplay* stakeholder impressions of their firm after "good news" to prevent skyrocketing expectations they cannot meet. We draw on the psychological origins of IM to highlight the utility of "negative IM" and investigate the contingencies that provoke executives to employ negative IM in the wake of the "good news" associated with positive earnings surprises. Our findings from a sample of 17,210 earnings calls by 524 S&P 500 firms from 2008-2019 suggest that negative IM occurs after good news if the firm has a high reputation, if its executives are prevention-focused, and if media coverage is favorable; conversely, good news provokes less negative IM when the firm is under heavy media scrutiny.

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## **69. Town Hall / Business Meeting**

*Thursday, 5:30 – 6:30 PM*

*Royal Ballroom – Ground Floor*

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## **70. Presidential & Hunt Award Reception**

*Thursday, 6:30 – 7:30 PM*

Sponsored by:



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**71. SMA Late Night Networking - Academic Trivia Challenge**

Thursday, 7:45 – 10:00 PM

Riverview

Session Facilitators/Hosts:

**Paul Johnson** and **Allona Murry**, University of Mississippi  
**Brian Connelly**, Auburn University

One of the many benefits of attending SMA is the chance to meet and network with a variety of individuals. This session is designed to provide a networking opportunity by creating trivia teams of SMA attendees who do not know one another. Newly formed teams will work together to answer trivia questions in a relaxed environment. The top three teams will walk away with prizes. Brian Connelly, Editor of JOM, moderates the session. Sponsored by: Auburn University



**FRIDAY, NOVEMBER 5**

**Incoming Program Chair & Doctoral Coordinator Breakfast**

Friday, 7:30-8:30 AM

Board Room – Mezzanine Level

By invitation only

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**72. Yoga**

Friday, 8:00 – 8:30 AM

Poolside

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**73. Multi-Theoretical Perspectives on Leadership and Performance**

Friday, 8:30 -10:00 AM

Royal B - Ground Floor

Session Facilitator:

**Alex Marbut**, University of Alabama

**Moral Intensity and the U.S. Navy's Seventh Fleet**

**Christopher Robertson**, Northeastern University

This paper builds upon the notion of moral intensity first introduced by Jones (1991) by applying each of the six dimensions to an actual scandal that plagues the U.S. Navy while operating in the Pacific region. In addition to analyzing the relationship between moral intensity constructs and many of the events that took place during the 7<sup>th</sup> Fleet's "Fat Leonard" scandal formal research observations are posited to set the stage for future research in this area. Moreover, theory is advanced with respect to the interconnectedness of moral intensity, cultural differences and stakeholder satisfaction. Implications

for governmental, military and private sector managers are also discussed.

**Including the Outsider: How Leader Other Group Orientation Relates to Ethical Leadership Perceptions and Follower Turnover Intentions and OCBs**

**Dennis Marquardt**, Abilene Christian University

With the rapidly diversifying global labor force, organizations that were once largely monoracial and monocultural are now hiring more employees from different racial and ethnic backgrounds. As racial and ethnic minorities enter organizations that have long been socialized by cultural norms different from their own, it is likely to result in feelings of "being the other" or "the outsider." This paper is the first to introduce the concept of Leader Other Group Orientation—the extent to which a leader goes out of their way to reach out to people from dissimilar cultures than their own—to the organizational leadership literature and demonstrate its potential as an antecedent to ethical leadership and indirectly to follower OCBs and turnover intentions. Across two studies, we found that leaders who have a high Other Group Orientation are more likely to be perceived as ethical leaders and in turn have followers who are more likely to engage in prosocial helping behaviors and are less likely to intend to turnover. It is our hope that this research will encourage organizations to place a high value on leaders who exemplify the curiosity and willingness to include people from dissimilar cultures of their own.

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

**I Get by With a Little Help from My Boss? Leader-Member Exchange as Moderator Between Surface Acting and Moral Disengagement**

**Kelly Manix**, University of South Alabama

The current study investigates the impact of surface acting on moral disengagement and counterproductive withdrawal behaviors and explores leader-member exchange as a potentially replenishing environmental resource through the lens of conservation of resource theory. Utilizing a multi-source, cross-sectional survey design (N=296), the study supports previous findings that surface acting is positively associated with both moral disengagement and counterproductive work behaviors. The results also align with previous research that presents moral disengagement as an antecedent of counterproductive work behaviors. While previous work indicates leader-member exchange can reduce the effects of emotional labor and emotional exhaustion, the current study indicates that leader-member exchange does not serve as a replenishing resource or a buffer against moral disengagement. Instead, results suggest that the interaction of surface acting and higher levels of leader-member exchange can be resource depleting and lead to increased levels of moral disengagement and counterproductive withdrawal behaviors. Implications of the findings and directions for future research are provided.

**Antecedents and Outcomes of Servant Leadership: Implications for the Salesforce**

**James DeConinck**, Western Carolina University

**Andrew Carnes**, Western Carolina University

Business scandals during the last 20 years have shown the importance of ethical leadership. The uniqueness of a salesperson's job makes leadership especially important in professional selling. This study examined antecedents and outcomes of servant leadership. A model analyzing the relationship among moral identity, servant leadership, organizational justice, and turnover was tested with a sample of 233 business-to-business salespeople and 76 sales managers via a multilevel

structural equation model. The findings indicate that moral identity symbolization, but not moral identity internalization is a direct antecedent of servant leadership. Servant leadership is an indirect predictor (through organizational justice) of turnover intentions. Turnover intentions predict turnover directly. The study makes an important contribution to the existing literature by analyzing how moral identity influences servant leadership. In addition, this study indicates the influence of servant leadership directly on organizational justice and indirectly on ethical work climate and turnover.

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#### **74. I'm Coming Out, We Want the World to Know, It's an Emerging Economy Show**

*Friday, 8:30 -10:00 AM  
Orleans B - Second Floor*

Session Facilitator:

*Rebecca Arwine, University of Tennessee*

#### **Boundary conditions of the EO – new venture performance relationship in emerging economies**

*Stephen Lanivich, University of Memphis  
Samuel Adomako, University of Bradford  
James Vardaman, University of Memphis  
Francis Donbesuur, Loughborough University  
Jintong Tang, Saint Louis University*

Although the entrepreneurial orientation-performance linkage is well-established among mature firms, the relationship has been inconsistent across samples of new ventures, especially those in emerging economies. With insights derived from upper echelons and regulatory focus theories, this paper investigates the entrepreneurial orientation-new venture performance relationship via studies of new ventures from two emerging nations, Ghana (N=228) and Kenya (N=206). Both studies find broad support for the notion that entrepreneurial orientation is linked to new venture performance in emerging economies and identify three vital boundary conditions that influence the relationship: focus, stability, and control. This work contributes to theory on entrepreneurial orientation by clarifying its role in new venture performance among firms in emerging economies and situating this relationship within three upper echelons-based moderating factors. Implications for theory and practice are discussed.

#### **Ownership Structure, Political Connections and Foreign Direct Investment in Emerging Economies: Evidence from Taiwanese Firms**

*Lulu Huang, University of Texas-San Antonio  
Kai Xu, University of Texas-San Antonio*

The purpose of this study is to examine the influences of political connections on the relationship between ownership structure and foreign direct investment. The study focuses on three ownership structures: family ownership, institutional ownership, and foreign ownership. We tested our hypotheses using panel data from 3,312 observations from 362 listed on Taiwan Stock Exchange (TWSE) in the period between 2006 and 2015. Using a censor regression model, the results show that (1) family ownership has a positive relationship with foreign direct investment while institutional ownership foreign ownership has a negative relationship with foreign direct investment (2) political connections strengthen the positive relationship between family ownership and foreign direct investment and weaken the negative relationship between foreign ownership and foreign direct investment. This study contributes to international business research and family business research by examining the importance of political connections on an international strategy based on resource dependency

theory and by providing a more complete picture of internationalization in emerging countries.

#### **The Role of Entrepreneurial Firms in the Emergence of Global Value Chains in Frontier Markets: Insights from the African Mobile Telecommunications Industry**

*Mohammad Jahanbakht, University of Texas at Arlington  
Romel Mostafa, Ivey School of Business*

An important gap in the literatures on Global Value Chains (GVCs) and frontier markets concerns how GVCs develop to serve frontier markets and what role multinational and local firms play in that process. This paper takes a first-step in filling this gap by studying the evolution of African mobile telecommunications industry. Our historical analysis suggests that the emergence of GVCs for African frontier markets followed a three-step process. In the first step, Multinational Corporations (MNCs) linked host countries to their existing value chains. In the second step, a handful of local entrepreneurial spinoffs from MNCs undertook experimentation in altering key value chains to mitigate demand- and supply- side challenges associated with frontier markets, and entered in multiple African countries. In the third step, other incumbents reorient their downstream value chains for frontier markets aided by the development of experienced local labor markets and establishment of specialized contractors. A key implication of our findings is that sufficient competitive incentives and knowledge in the industry are required to stimulate firms invest in transforming existing GVCs. While this process is highly uncertain, once successful transformation occurs, leading firms can expand their operations in multiple frontier markets, thereby pushing the industry into a growth phase across an entire developing region.

#### **Building A Bridge to Entrepreneurial Success for The Poor: A Comprehensive Theory of Entrepreneurial Remediation in BOP Markets**

*Rebecca Arwine, University of Tennessee*

To deploy entrepreneurship as a poverty-fighting mechanism, we need a better understanding of the resources required for entrepreneurial intention, creation, and growth that will address the barriers Base-of-the-Pyramid (BOP) entrepreneurs face, from which point interventions can be developed to facilitate entrepreneurial success. Researchers and practitioners, recognizing the opportunity for entrepreneurship in BOP contexts, have largely attempted to replicate western entrepreneurial stimulation programs consisting of training, financial capital, and entrepreneurial counseling in poverty contexts, with varying success. Our study outlines the barriers to entrepreneurship suggested by the liability of poorness and explores how those barriers impact entrepreneurs' psychological resources. We then propose how intervention programs can build psychological resources, ultimately impacting business intention, creation, and growth. Our model presents both theoretical and practical implications for scholarship concerning barriers to entrepreneurship, psychological resources of entrepreneurs, entrepreneurial interventions intended to stimulate entrepreneurship, and entrepreneurial outcomes in BOP markets.

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#### **75. Post-Pandemic Reset: Launching, Building, and Maintaining a Career (SMA Fellows Session)**

*Friday, 8:30 -10:00 AM  
Royal Salon*

Session Facilitator:

*Bruce Lamont, Florida State University*

Panelists:

**Lisa Schurer Lambert; Janaki Gooty; David Allen; Pamela Perrewé; Lucy Gilson; Jon Carr; Angelo Denisi**

What a year (or two) it has been! The pandemic has derailed our lives and posed obstacles and challenges for our careers. The SMA Fellows will discuss the pros and cons of being research productive during the pandemic and how our professional and personal lives have changed.

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**76. Playtime in the classroom: An interactive symposium exploring the use of gaming to increase student engagement in management education**

*Friday, 8:30 -10:00 AM  
Riverview*

Session Facilitator:

**Ian Mercer**, *Auburn University*

Panelists:

**R. Gabrielle Swab; John Harris; Paul Johnson; David Tomczyk; Mariana Lebron**

This two-part panel symposium explores the use of gaming in management education, from both a virtual and in person perspective. Bringing together management researchers with experience of the gaming industry, we generate an interactive discussion highlighting how we have used games to increase student engagement, student awareness, and knowledge across several areas including organizational behavior, entrepreneurship, leadership, and human resources. We discuss commercially available games and platforms, suggesting how they can be adapted to highlight management concepts. We give participants a hands-on experience of some of the games we have successfully used, both in a virtual and in person format.

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**77. Current Developments in Leader Member Exchange (LMX): An Interactive Incubator**

*Friday, 8:30 -10:00 AM  
Queen Anne A - Mezzanine Level*

Session Facilitator:

**Jeremy Meuser**, *University of Mississippi*

Authors: Terri Scandura; Monica Sharif; Claudia Coglisier; William Gardner; Hock-Peng Sin; Fadel Matta; Emma Frank

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

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**78. Management Education in a Post-Pandemic World**

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

*Queen Anne B*

Session Facilitator:

**Matt Bowler**, *Oklahoma State University*

Panelists:

**Amy Henley; Anthony Wheeler**

Over the past 20 years, higher education has slowly moved toward a mixed modality delivery of curriculum, with in-person, flipped, and synchronous and asynchronous online modalities to respond to changes in the market. Adoption of these modalities by faculty has been mixed across the industry. The COVID-19 global pandemic shocked the whole higher education system and forced all faculty to teach in multiple modalities. As the pandemic is brought under control, how has, and will, the new elements of the virtual world continue to drive management education? The participants will share their experiences and lead discussion on where we go from here.

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**79. Neoliberal orgs and self regulation: A look across time**

*Friday, 8:30 -10:00 AM  
Orleans A - Second Level*

Session Facilitator:

**Jaewoo Jung**, *University of Tennessee, Knoxville*

**Reconciling the time across cultures: An application to the concept of preemption**

**Bernadine Dykes**, *Shenandoah University*

In this paper, we seek to integrate cross-culture perspectives of time and apply our integrated framework to the concept of preemption. We contend that existing cross-cultural frameworks of time are overly simplistic and unable to fully explain the competitive behavior of organizations.

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

**Social Identity Theory and Leadership in the Neoliberal Organization: Challenges and New Directions**

**Andrew McBride**, *University of North Carolina at Charlotte*  
**Janaki Gooty**, *University of North Carolina at Charlotte*  
**Lauren Howe**, *University of Zurich*

Social identity theory has been applied to a variety of organizational phenomena. In the context of leadership, a SIT analysis suggests that leadership processes work to create and maintain strong social identities. At the same time, broader social, political, and economic trends point towards the increasing individuation of employees at work. The philosophy, or discourse, behind these trends is often termed "neoliberalism." In this paper, we draw on academic work which addresses neoliberal discourse and its impact on organizations to problematize core assumptions of SIT analyses of leadership. To do this, we conducted a review of articles taking a SIT approach to leadership and identified two shared, core assumptions. We then assess these assumptions, drawing on relevant organizational scholarship on neoliberalism. Based on this assessment, we offer an alternative set of assumptions that takes these broader trends into account. We discuss the potential value of this alternative assumption ground and offer some new ideas and research questions for SIT scholars studying leadership. We argue that SIT has the potential to significantly improve our understanding of leadership processes in the neoliberal organization;



however, current assumptions underlying most existing research are counterproductive to such progress.

#### **Why do firms self-regulate?**

*Janice Gordon, Florida State University*

In management research, regulatory structures are generally associated with formal regulations such as laws, rules, and sanctions (North 1990; Scott 1995). However, this limited association discounts the importance of informal regulations and firm self-regulation. This paper develops a process model to clarify the relationships between regulatory structures in order to provide an explanation as to why firms self-regulate. The process model outlines the impacts of (1) formal regulations on firm self-regulation, (2) informal regulations on firm self-regulation, (3) firm self-regulation on norms and the institutional environment, and (4) the institutional environment on the creation of and firm compliance with new formal regulations. I develop propositions that outline these relationships based on specific tactics and contexts.

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#### **80. Dyads, Groups/Teams/13. Dyads, Groups, and Teams**

*Friday, 8:30 -10:00 AM  
Royal C - Ground Floor*

Session Facilitator:

*Mickey Smith, University of South Alabama*

#### **Assessing Group Dynamics Via Audio Analysis**

*Jason Marshall, Binghamton University*

*Neil MacLaren, SUNY Binghamton*

*Francis Yammarino, State University of New York at Binghamton*

*Hiroki Sayama, Binghamton University, State University of New York*

*Yingjun Dong, Binghamton University, State University of New York*

*Shun Cao, Binghamton University, State University of New York*

*Yiding Cao, Binghamton University, State University of New York*

*Shelley Dionne, Binghamton University - SUNY*

*Michael Mumford, University of Oklahoma*

*Shane Connelly, University of Oklahoma*

*Robert Martin, University of Oklahoma*

*Colleen Standish, University of Oklahoma*

*Tanner Newbold, University of Oklahoma*

*Samanth England, University of Oklahoma*

*Gregory Ruark, US Army Research Institute*

Group dynamics have been studied for over seventy years. Although the extant literature has done much to advance our understanding of group dynamics, there are still some limitations regarding the available research methods. Thus, to augment the existing methods (e.g., behaviorally anchored rating scales, questionnaires, network analysis), we introduce an alternative audio-based approach. In this group-level exploratory study, using audio data from 62 groups, we employ two audio-based techniques to examine whether certain aspects of sound (e.g., volume, frequency) correspond with objective and/or subjective performance outcomes. First, we borrow from the sound ecology literature and calculate a normalized difference soundscape index (NDSI) for each group, to determine if certain sound frequency ratios meaningfully differentiate among the groups. Second, we conduct a principal component analysis (PCA) to determine whether specific frequency bins meaningfully differentiate among the groups. Our results show that average group volume does appear to both distinguish between groups and to differentially correspond to different subjective and objective outcome variables. Additionally, the results of both the NDSI and PCA analyses suggest that relatively more volume in some

frequency bins, such as those associated with talking, are associated with specific outcome variables.

#### **To The Root of Team Learning: A Meta-Analysis of Team Learning Antecedents and Outcomes**

*Shannon Marlow, The University of Texas at San Antonio*

*Christina Lacerenza, University of Colorado Boulder*

The importance of team learning has been firmly established in the team science literature. However, a robust meta-analytic investigation examining its relationship with desired team outcomes as well as antecedents has yet to be conducted. To address this gap, the current study creates a meta-analytic database consisting of 104 primary studies ( $N = 7,666$  teams) to identify the strength of its relationship with important antecedents and outcomes. Our results provide insight into how learning influences critical outcomes, demonstrating that learning serves a mediational role and transmits the positive impact of psychological safety on both performance and innovation. We expand upon these findings by outlining a roadmap for future research such that this effort serves as a catalyst for continued research on team learning.

#### **A Network Approach to Team Assembly: Antecedents of Network-Leveraged Team Formation**

*Pol Solanelles, The University of Mississippi*

*Kristin Cullen-Lester, University of Houston*

*Houston Lester, The University of Mississippi*

Teams are commonplace at work and critical to organizations' success. Although researchers have begun to examine how teams are formed, existing typologies do not capture the full range of team assembly processes. We introduce network-leveraged teams (NLTs) as a novel type of team formation process and provide an initial empirical examination of how individuals utilize their network to successfully assemble a team. Using multilevel data (371 members of 67 teams), we find that team leaders are more likely to recruit individuals for whom they have done favors in the past. Implications are discussed for team assembly and network utilization research.

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#### **81. Nuthin' But a G Thang: CEOs and Corporate Governance**

*Friday, 8:30 -10:00 AM  
Orleans D - Second Floor*

Session Facilitator:

*Shelby Gai, Michigan State University*

#### **Standing Out Only to Get Hammered Down: CEO Overcompensatory Actions and Board Ratcheting Responses**

*Shelby Gai, Michigan State University*

*Stefan Maric, Michigan State University*

While research examining the motivation behind CEO goal attainment has often focused on monetary incentives, this study analyzes the social factors motivating CEO behavior. Drawing on self-determination theory, we consider how differences between the CEO and the board may motivate the former to engage in overcompensatory actions—defined as attempts to overcome feelings of inferiority or inadequacy by overperforming—due to the need for relatedness. We identify a key difference that could lead to CEO compensatory action in the form of goal over-attainment: status differences. We also address the possible consequences of CEO compensatory action by examining board responses in the form of ratcheting up subsequent performance targets. Drawing on social identity theory, we expect that attempts to overcompensate will lead to backlash such that boards will increase

subsequent targets, and the likelihood will be higher for CEOs that reflect status differences. We test our hypotheses using an original dataset consisting of nearly 1000 firms from 2006-2019 and discuss the implications of our theoretical perspective and supportive empirical findings for future research on corporate governance, CEO/Board relationships, and overcompensatory actions.

#### **Organizational Reaction to Top Manager Non-Work Behavior**

*Sebastian Cortes Mejia, Hope College*

*Ishva Minefee, Iowa State University*

*Sam DeMarie, Iowa State University*

Top managers of organizations are receiving more media attention not only about their work-related actions but also their non-work behaviors. However, negative non-work behaviors that lead to managerial dismissal have received little attention. Previous research shows most of the top managers that engage in this type of behaviors stay in the company and are not dismissed. Little theoretical development has been advanced to understand the possible explanations that lead to the dismissal of a manager after a negative non-work behavior. Using social communication crisis theory with attribution theory, I propose that those negative non-work behaviors that are related to the job of the top manager are more likely to receive and internal attribution from the board of directors, increasing the likelihood of dismissal, compared to the behaviors that are not related to the job of the top manager. Furthermore, I use financial and social performance as moderators that partially explain variations on the reaction of the board of directors and the lower dismissal rate. Using a sample of 132 negative behaviors of managers from publicly traded firms in North America, I discuss important implications of the findings for strategic leadership.

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

#### **Elevating the CEO: The Consequences of Firm Efforts to Promote their New CEO**

*Hyunjung Yoon, University of Georgia*

*Daniel Gamache, University of Georgia*

*Jason Kiley, Clemson University*

*Michael Pfarrer, University of Georgia*

Firms often put significant effort into generating positive external perceptions through their impression management strategy. However, firms can vary substantially in how much they promote their CEO. As a result, while some CEOs are household names, others remain mostly unknown. Thus, investigating how firms promote their CEOs extends prior research that has focused primarily on firm-level impression management tactics. In this paper, we develop theory to explain the temporarily proximal and distal consequences of firms' efforts to promote their new CEOs. Specifically, we argue that promoting a new CEO leads to increased analyst ratings in the short-term, but over time, it can lead to more nuanced outcomes such as greater CEO relative overcompensation, reduced likelihood of CEO turnover, and an increased number of outside board directorships held by the CEO. We test our hypotheses using 556 CEO succession events of U.S. firms between 2009 and 2013, with data collected for the five years following the succession year (through to 2018). Using a novel data set that includes both firm press releases and firm tweets, we find strong support for our theory.

#### **The Effects of CEO Succession Origin on R&D and Firm Performance**

*Junseok Goh, Seoul National University*

This paper suggests how executive succession is related to R&D and the firm performance by investigating R&D intensity, CEO succession

origin, and the proportions of long-term incentives that interact with one another to play a decisive role in determining R&D efficiency and subsequent firm performance. By merging firm data and CEO information, the study examines the interaction effects on the main relationship of R&D intensity and future firm performance (ROA). For 223 different CEO succession events of Hi-technology IPO firms from the period of 1993 to 2015, the regressions suggest that future firm performance in ROA after CEO succession takes place is affected by the interactions of high R&D intensity and high long-term incentive proportions with an inside successor. The results indicated that heavy emphasis on the long-term incentives for executives is responsible for the strong negative relationship between R&D intensity and future firm performance. Inside CEOs who engage in a high level of R&D intensity, are associated with acquiring the most expected positive effect on firm performance (ROA). Among Hi-technology firms where there are high levels of R&D intensity, inside CEOs tied to a higher proportion of Long-term incentives had the most positive effect on future firm performance. Insider CEOs can set aside the detrimental effects of R&D spending on firm performance with their specific knowledge about organizational contexts. Also, from the support from the board and stakeholders, insiders may be more risk-taking in terms of investments in R&D and aligning their interest to the eventual goal of firm

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#### **82. Stress and the Pandemic**

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

*Royal D - Ground Floor*

Session Facilitator:

*Angela Miles, North Carolina Central University*

#### **Stressed by The Pandemic?: The Role of Job-related Stressors and Perceived Organizational Support**

*Shuaijun Zhang, University of Texas Rio Grande Valley*

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

*Gerardo Miranda, University of Texas Rio Grande Valley*

*Po-yi Chen, University of Texas Rio Grande Valley*

*Li Pingshu, University of Texas Rio Grande Valley*

The COVID-19 pandemic imposes unprecedented stress to workers. However, we still lack a comprehensive understanding of what stressors induced by the pandemic affect work stress and further work outcomes. Moreover, it is also unknown if the organizational support can significantly buffer the negative impact from work stress. As such, we used work stress theories, especially job demands-resources (JD-R) model, as a theoretical guide to examine a moderated mediation model in which different types of stressors caused by the pandemic affect work stress and related work outcomes, including the moderating role of perceived organizational support (POS). We collected data from 718 staff members (with missing data imputation) from a large public university in the United States. We found that job-related stressors, including job uncertainty, job security and technology overload, significantly affected work stress, which in turn conveyed negative effects on job satisfaction and physical strain. Moreover, we found that POS buffered job-related stressors' negative effects through work stress on job satisfaction. These findings, in line with those of past studies, enhance our understanding of how the COVID-19 pandemic affects employee work stress and related outcomes.

#### **The Effect of Polychronicity on the Spillover of COVID-19 Anxiety to Work During the Lockdown**

*Lilah Donnelly, Mercer University*

*Genesis Funes, Mercer University*  
*Agnieszka Shepard, Mercer University*

The COVID-19 pandemic directly threatened employee health and safety while simultaneously required them to adjust to new work arrangements. In this study, we explore the indirect effect of COVID-19 anxiety on performance during the lockdown via spillover of life experiences to work and we evaluate the role of polychronicity, which has been shown in the past to positively affect performance in situations that require multitasking. We use data, collected at two time from a heterogeneous sample of working parents in May of 2020 (when most states were getting ready to lift their stay-at-home orders). We found that employees with more COVID-19 anxiety reported more life-to-work spillover and in turn, more decrement to their performance during the lockdown. This mediation is moderated by polychronicity, such that the indirect effect is amplified when polychronicity is low. We therefore recommend that, when faced with significant adversity, organizations provide training oriented toward increasing employee ability to multitask.

#### **Return to Work during the COVID-19 Crisis: A Temporal Investigation of Followers' Regulatory and Behavioral Responses to Directive Leadership**

*Zhonghua Gao, Capital University of Economics and Business*  
*Yonghong Liu, University of North Carolina at Greensboro*  
*Aichia Chuang, University of North Carolina at Greensboro*  
*Jun Yang, University of North Carolina at Greensboro*  
*Chen Zhao, Beijing University of Posts and Telecommunications*  
*Jinlai Zhou, Beijing University of Posts and Telecommunications*

The use of directive leadership behaviors has been found to increase when faced with an unprecedented crisis. However, extant literature has failed to answer how and when directive leadership functions in this specific situation. Drawing upon regulatory focus theory, we investigate followers' dynamic regulatory and behavioral responses to daily directive leadership. We conducted an experience sampling method (ESM) study using a sample of 250 employees in their first week of returning to work during the COVID-19 pandemic. Our results suggest that daily directive leadership is positively associated with both followers' daily work promotion focus and prevention focus and that promotion focus and prevention focus further impact followers' daily task proactivity and task proficiency, respectively. More importantly, the time into return to work is a critical contingency factor, such that directive leadership's positive effect on followers' work promotion focus and its indirect effect on followers' task proactivity via work promotion focus decrease over time within one week, whereas its positive effect on followers' work prevention focus and the indirect effect on followers' task proficiency via work prevention focus increase over time simultaneously. Practical implications on effectively returning employees to work during an unprecedented crisis are provided. Theoretical contributions, limitations, and future directions are discussed.

#### **Rewriting the script: A transactional theory of stress perspective on halting surface acting spillover**

*Anna Lennard, Oklahoma State University*  
*Amy Bartels, University of Nebraska*  
*Brent Scott, Michigan State University*  
*Suzanne Peterson, Arizona State University*

Faking one's emotional display to fit situational demands, otherwise known as surface acting, has long been regarded as detrimental to the employee at work. A nascent body of literature has begun to extend this work to explore the impact of surface acting beyond the workplace,

particularly as it spills over into the home life. We draw on the transactional theory of stress to theorize spillover mechanisms at work (depletion) and at home (inauthenticity at home) and examine low-cost, agentic methods of coping with surface acting at work via challenge appraisals or at home via supportive spousal interactions. Using two complementary experience sampling methodology studies of employee-spouse dyads, we test the spillover mediation model along with challenge appraisals and supportive spousal interactions as potential mitigating factors. In Study 1, we find that, at higher levels, challenge appraisals and supportive spousal interactions can buffer the surface acting spillover process, limiting its impact on the home life (increased work-family conflict) and the next work-day (increased emotional exhaustion). We replicate these findings in Study 2 while finding that a daily writing exercise can enhance challenge appraisals or supportive spousal interactions thereby increasing their mitigation effect on the spillover process.

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#### **83. Registration & Solutions & Exhibits & Cafe SMA**

*Friday, 8:30 -4:45 PM*

*Queen Anne Ballroom - Mezzanine Level*

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#### **84. Impact of Diversity on Strategy & Performance**

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

*Royal B - Ground Floor*

Session Facilitator:

*Joseph Schaefer, University of Mississippi*

#### **Female Appointments Following Ambitious Gender Target Setting & The Moderating Role of Profitability** *Marie-Luise Pentter*

We assess whether firms' signaling of their ambition to increase female executive board representation through gender targets is followed by an actual increase in female representation and whether firms' respective financial situation acts as a moderator. We construct a GEE population-averaged model to assess 808 firm year observations from 2015 to 2019. We draw our data from secondary databases and firms' annual reports. Our results show that firms largely signal truthful ambitions about female executive board representation and that profitability moderates the relationship between target and representation such that higher RoAs predict higher chances of increases in female executive board members for profitable firms. We contribute to the existing body of quota literature by showing empirically that voluntary targets do not necessarily lead to decoupling and that financial performance is associated with higher implementation capacity of gender targets.

#### **Women on boards and efficient firms: The employee case of board gender diversity**

*Arjun Mitra, California State University Los Angeles*  
*Conor Callahan, University of Illinois at Chicago*  
*Steve Sauerwald, University of Illinois at Chicago*

In this study, we focus on how female board representation impacts firm efficiency through the enactment of human capital development policies. Building upon upper echelons theory, we argue that increasing female board representation will lead firms to improve human capital development policies, though this positive relationship will ultimately diminish as boards accrue greater levels of gender diversity. We further predict that these policies will translate into greater firm efficiency as well as mediate the relationship between female board representation and firm efficiency. Using a sample of S&P 1500 firms from 2007 to 2017, we find support for our hypotheses. Our findings provide

evidence that female board representation alone may not translate into improved firm efficiency; rather, the unique perspective of female directors leads them to put in place human capital development policies that are beneficial for improved firm efficiency.

#### **How Does Over-conformity to Corporate Governance Practices Affect Performance? Board Female Representation Analysis**

*Ali Nikoupour Deylami, Old Dominion University*

*Alireza Askarzadeh, Old Dominion University*

*Fatemeh Askarzadeh, Old Dominion University*

Previous studies acknowledge the importance of isomorphic institutional norms to explain performance implications of the gender profiles of board of directors, leaving the variation within the same national or industry context underexplored. Building on insights from gender role theory coupled with resource dependence theory and social network perspective, we examine whether and how deviating above the industry norms (i.e., over-conformity) for female representation in boardrooms has different performance consequences for firms. The results of our panel data on a multi-industry, US-based sample indicate that when a firm exceeds the industry norms, accounting performance is reinforced; market performance is unaffected, and innovation performance is decreased. Hence, the performance effect of over-conformity depends on the performance construct considered. We contribute to gender role theory by emphasizing the role of various stakeholders in explicating the performance effect of exceeding industry norms surrounding women on boards. Moreover, this study extends our understanding of the boundary conditions for value creation by female directors by focusing on corporate governance deviance literature.

#### **The Costs and Benefits of Fitting-in: The Catch-22 of Racial Mindfulness in Minority Employees**

*Kalan Norris, University at Buffalo*

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

Prior empirical research on inclusion emphasizes belongingness, which suggests that minority employees adopt norms of the majority group in the workplace to fit-in, which devalues their individual uniqueness. Using Optimal Distinctiveness Theory, Shore et al. (2011) introduces a comprehensive conceptualization of inclusion, which suggests that inclusion is achieved when one sacrifices their need for belongingness and uniqueness. In this research, we model minority employees' likelihood to sacrifice uniqueness for belongingness (or vice versa) through a conceptualization of "racial mindfulness," which represents their likelihood to downplay their own racial uniqueness to better meet the expectations of racially dissimilar coworkers.

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#### **85. It Takes Two to Make a Venture Go Right, It Takes More to Make It Out of Sight: Entrepreneurial Partnerships and Collaboration**

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

*Orleans B - Second Floor*

Session Facilitator:

*Victoria Yates, Mississippi State University*

#### **Technological Innovation and the Expansion of Entrepreneurship Ecosystems**

*Jeffrey Muldoon, Emporia State University*

*Shelby Solomon, University of West Florida*

*Eric Liguori, Rowan University*

*Joshua Bendickson, University of Louisiana at Lafayette*

To date much of the entrepreneurial ecosystems literature treated ecosystems as confined geographic locations with definitive boards. However, in the past decades, technological innovation and developments in social relationships (e.g., online platforms, social media, and the sharing economy) have extended and blurred the boundaries of entrepreneurial ecosystems. Thus, current research on entrepreneurial ecosystems often underestimates the reach and impacts of a given ecosystem. To remedy this, we advocate the use of a more holistic approach in modern entrepreneurial ecosystems frameworks which includes social relationships and technology, thus extending beyond geographical barriers. We discuss how technology has dissolved locational barriers and connected elements of ecosystems, how social relationships maximize advantages through greater resource access, and how the entrepreneurship ecosystem now exists on a plane that is both physical and cyber.

#### **How much is too much? Implications for firm and customer collaboration in user entrepreneurship and product co-creation**

*Saurabh Srivastava, Texas A&M University - Commerce*

*Pramod Iyer, Middle Tennessee State University*

*Arezo Davari, Eastern Washington University*

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

Research in the user entrepreneurship literature agrees that "user-driven" perspectives allow entrepreneurs to develop innovative products superior to conventional products. Other researchers argue that such "user-driven" products have limited success and have limited impact in certain markets (e.g., niche and industrial markets). This study used data from user entrepreneurs to understand the extent to which user input or co-creation becomes critical in determining product performance. Data were collected using a survey instrument via an online panel. The results indicate that user-entrepreneurship is significantly related to firm collaboration efforts and customer collaboration efforts. Both firm collaboration efforts and customer collaboration efforts are significantly related to product performance and mediate the relationship between user-entrepreneurship and product performance. Results also suggest that there is an '∩' relationship between firm collaboration efforts and product performance.

#### **The Ideal Partnership: Balancing Entrepreneurial Experience and Skills in Partnerships to Improve New Venture Performance**

*Duygu Phillips, Oklahoma State University*

*Shawn Jones, Oklahoma State University*

Previous research indicates that entrepreneurial experience as well as skills influence new venture performance. The current study focuses on partners' level of entrepreneurial experience on new venture performance and investigates the potential moderating effects of technical and managerial skills on this relationship. We propose various combinations of partnerships with different levels of entrepreneurial experience and skills. Our aim is to show the way toward the ideal partnership for greatest performance outcomes.

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#### **86. Leading Diversity, Equity, & Inclusion in Business Schools**

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

*Royal Salon*

Session Facilitator:

*Alexis Smith Washington, Oklahoma State University*

Panelists:

**Martin Davidson; Michelle Duguid; Denise Loyd; Jill Perry-Smith; Sean Rogers**

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### **87. Exploratory/Confirmatory Factor Analysis**

Friday, 10:15 - 11:45 AM

Riverview

Session Facilitators/Presenters:

**Larry Williams**, Texas Tech University

**Andrew Hanna**, University of Nebraska

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### **88. Dyadic Designs and Analysis in Organizational Research**

Friday, 10:15 - 11:45 AM

Queen Anne A – Mezzanine Level

Session Facilitator/Presenter:

**Dina Krasikova**, University of Texas-San Antonio

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### **89. Employees and Executives**

Friday, 10:15 - 11:45 AM

Royal A - Ground Floor

Session Facilitator:

**Elizabeth Ragland**, Louisiana Tech University

#### **Buying Attentiveness: Exploring MTurk Compensation, Motivation, and Insufficient Effort Responding**

**Elizabeth Ragland**, Louisiana Tech University

**Marcia Simmering**, Louisiana Tech University

Amazon.com's Mechanical Turk (MTurk) crowdsourcing platform has been used to collect data by management researchers, yet little research has explored the role of respondents' motivation and the pay level for survey on data quality. In this study, we predict that insufficient effort responding (IER) will vary across participants based on their level of motivation and the pay rate of the survey. Across six experimental conditions and a variety of IER measures, results indicate that increased motivation to complete surveys reduces IER, and that compensation levels play a role above and beyond motivation. Specifically, higher pay levels result in lower IER.

#### **Mergers or Acquisitions could Derail Middle Managerial Succession**

**Cyriac Pattathil Joy**, Iowa State University

Mergers and acquisitions are an important strategic action by firms, but fewer than half succeed. The impact of post merger or acquisition integration on middle managers has not received focus despite the integral role of middle managers in implementing firm strategy. Our conceptual model analyzes how cultural dynamics and conflicting prior acquisition experiences of the acquirer and the target firm impact the resulting firm's ability to retain middle managerial succession candidates. Retaining middle managerial succession candidates or the succession pipeline for key strategic positions is crucial to preserving the value in the merger or acquired firm. The theoretical nature of our paper allows us to expand the implications of our model, which studies firm-level variables, to analyze implications at an individual level for middle managerial succession candidates from the two firms. We use the theories of role conflict and person-environment fit for analyzing implications for middle managerial succession candidates. In our

conceptual model, we explore the moderating role played by synergy and strength of the human resource management system of the two firms on the relation between cultural dynamics and conflicting prior acquisition experience with the firm's ability to retain middle managerial succession candidates.

#### **The Effects of Perceived ED-A fit on Emotional Labor, Customer-oriented OCBs, and Turnover Intentions**

**Joochan Lee**, Troy University

**Nicolina Weaver**, University of Texas at Arlington

**James Lavelle**, University of Texas at Arlington

This study examines how and why a perception of fit between emotional job demands and abilities, or perceived ED-A fit, influences emotional labor, customer-oriented citizenship behaviors, and turnover intentions. We argue that perceived ED-A fit affects the three types of emotional labor strategies (natural emotional expression, surface acting, and deep acting) and these display strategies play a mediation role in the relationship of perceived ED-A fit to customer-oriented citizenship behaviors and turnover intentions. Using time-lagged data obtained from a sample of customer-contact service employees ( $N = 295$ ), we found support for the effects of perceived ED-A fit on all three emotional labor strategies and the mediation effects of these strategies on the relationship of ED-A fit perception to customer-oriented citizenship behaviors. We also found support for the indirect effect of ED-A fit perception on turnover intentions via natural emotional expression and surface acting. Research and practical implications are discussed.

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

#### **Training and Turnover: A Social Exchange Perspective**

**Minjong Jun**, Binghamton University, SUNY

**Rory Eckardt**, Binghamton University, State University of New York

Although a lot of training research has proposed that training reduces turnover, there remains a need for theoretical and empirical evidence to examine these claims. Drawing on the social exchange theory, we hypothesize that the associations between training and voluntary turnover vary as a function of job qualification and educational backgrounds due to the varied perceptions about the values of training and the values of reciprocating by staying at the organization. To examine this, we used the balanced panel data from the Human Capital Corporate Panel datasets from 2009 to 2017. The panel data analyses supported the hypotheses regarding the interaction effects between training and job qualification and the three-way effects among training, job qualification, and educational backgrounds. We discuss the theoretical and practical implications of these findings in terms of the varied perceptions of the values of training and staying at the organization from the social exchange perspectives.

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### **90. Impact of Leadership on Employees and Beyond**

Friday, 10:15 - 11:45 AM

Royal D - Ground Floor

Session Facilitator:

**Darryl Rice**, Miami University

#### **Company response to COVID19 recommendations: The supervisor effect**

**Esther Jean**, University of Texas at Arlington

**Nicolina Weaver**, University of Texas at Arlington

**Wayne Crawford**, University of Texas at Arlington

COVID-19 caused vast reverberations in the workplace and presented organizations with many unique challenges. One obstacle faced by organizations almost universally was having to change company policies and procedures to adhere to guidelines surrounding COVID-19. Organizations have largely had flexibility in the extent to which they adopt (or disregard) guidelines presented by agencies such as the Centers for Disease Control and Prevention (CDC), which were put forth to ensure workplace safety. Despite implementations of such guidelines, researchers have yet to explore the impact of such implementations on organizations' employees. In this paper, we investigate how companies' actual responses to the COVID-19 pandemic, employees' ideal or desired company response to the COVID-19 pandemic, and supervisor adherence to COVID-19 related protocols impact employee performance. Using a sample of 312 full time workers, we find an interactive effect for the supervisor's COVID-19 adherence, such that low supervisor adherence to pandemic protocols had the greatest influence on employee performance. According to our data, the lowest levels of employee performance were found when supervisor adherence and employees' desired company response were both low and actual company response to pandemic procedures was high. This research has important implications for organizations and researchers alike exploring response strategies that preserve economic outcomes in the face of macrolevel crises.

#### **Are Proactive Employees Always Creative? The Roles of Employee Political Skill and Leader-Member Exchange**

*Albi Alikaj, Jacksonville State University*

*Wei Ning, Jacksonville State University*

*Cau Nguyen, RMIT University Vietnam*

*Bingqing Wu, University of Wisconsin Parkside*

This study examines the underlying mechanisms of the relationship between proactive personality and creative behaviors. We proposed and empirically tested a moderated mediation model that explains how the indirect effect of employees' proactive personality on their creative behaviors via leader-member exchange (LMX) is moderated by the employees' political skill. Data collected from 153 subordinate-supervisor dyads was used to test our hypotheses. Using hierarchical linear modeling, we find support for our hypotheses. Theoretical and practical implications are discussed.

#### **Indirect Effects of Leader Affiliative and Aggressive Humor on Subordinate Feedback Seeking and Avoiding Behaviors**

*Biyang Yang, Binghamton University, State University of New York*

*Yu Zhu, Jinan University, Guangzhou, China*

*Yanfei Wang, South China University of Technology, Guangzhou, China*

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

Given the prominent roles of affiliative humor and aggressive humor in influencing leaders' expressions in the workplace, prior research documented its effects on general leader-subordinate relationship quality and subordinates' subsequent performance. However, the specific relational mechanisms, subordinates' behavioral outcomes, and subordinate personal characteristics associated with different styles of leader humor entail more investigation. To address these research needs, we base on a process view on humor (Wyer & Collins, 1992) and specify relational trust and relational conflict perceived by subordinates as the mediating mechanisms that yield subordinates' feedback seeking and avoiding behaviors. We further explicate the importance of subordinate self-regulatory foci (i.e., promotion focus and prevention focus) in moderating these mediation processes. Using 321 supervisor-subordinate dyads in business organizations, we conduct a path analysis to probe this hypothesized model. Our results

reveal that leader affiliative humor has a positive indirect effect on subordinate feedback seeking behavior through the mediation of relational trust; and the effect between relational trust and subordinate feedback seeking behavior can be enhanced by subordinate promotion focus. In contrast, leader aggressive humor has a negative indirect effect on subordinate feedback avoiding behavior through the mediation of relational conflict, and the effect between relational conflict and subordinate feedback avoiding behavior can be attenuated by subordinate prevention focus.

#### **How Do Negative Emotional Contagion and Leader Charismatic Communication Reduce COVID-19 Cases? An Analysis Based on a US State Governor's Social-Media Data**

*Jun Yang, University of North Carolina at Greensboro*

*Aichia Chuang, University of North Carolina at Greensboro*

*Yonghong Liu, University of North Carolina at Greensboro*

In the present study, we use coded data in a social-media forum to examine two central issues: (1) the contagion effect that a political leader's expressed negative emotions had on followers' reactions of sadness in the context of COVID-19 and with the leader's charismatic communication, and (2) how these reactions translated into a reduction in local COVID-19 cases and hospitalizations. Drawing on emotional contagion theory and charismatic communication literature, as well as on 1,122 social media posts and 736,297 replies collected before and during the pandemic, we found that leader-expressed negative emotions had a significant contagious effect on receivers' sadness reactions during the pandemic but that this effect had been nonsignificant before the pandemic. The contagion was most positive when the leader used charismatic communication during the pandemic. The sadness reactions of receivers were found to be associated with subsequent reductions in the number of new COVID cases and hospitalizations.

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#### **91. Remote work/COVID-19/The Comfort of Home? Challenges and Considerations of Remote Work**

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

*Royal C - Ground Floor*

Session Facilitator:

*Diane Lawong, University of Alabama at Birmingham*

#### **Building Normalcy at Home: Family-Routine Engagement and the Work-Family Interface during the COVID-19 Pandemic**

*Emily Poulton, University of Georgia*

*Zhenyu Yuan, University of Illinois at Chicago*

*Laura Little, University of Georgia*

*Kate Zipay, University of Oregon*

In the wake of the COVID-19 pandemic, working parents were thrown into uncharted territory affecting both their home and work life. The ensuing changes dissipated the boundary between the work and home domains for many working parents, enhancing family-to-work (FWC) and work-to-family (WFC) conflict. What could working parents do to combat this conflict amid such times of turmoil and uncertainty? To answer this question, we draw from the work-family action regulation model (Hirschi et al., 2019) and family psychology literature to investigate whether family-routine engagement could alleviate FWC and WFC during COVID-19. Additionally, we incorporate task variety as a boundary condition to better understand how the shifting landscape of one's work in the COVID-19 pandemic might undermine the effectiveness of family-routine engagement. To test our model, we conducted a 10-week experience sampling study during the first wave of the COVID-19 pandemic in the United States, using a sample of 182

working parents. Our results indicated that weekly family-routine engagement was negatively associated with FWC. Further, we found that weekly task variety moderated the negative relationship between family-routine engagement and both FWC and WFC, such that family-routine engagement was more effective during weeks with lower (versus higher) task variety. In a supplemental analysis, we also uncovered the temporal effects of family-routine engagement on FWC and WFC, revealing an adjustment period for working parents at the onset of the crisis. We conclude with important and timely implications for both theory and practice.

### **The New World of Remote Work: Resources, Demands, Interferences, Oh My!**

*Justin Keeler, Ouachita Baptist University*  
*Noelle Scuderi, University of Hartford*  
*Patricia Jordan, Texas Christian University*  
*Laura Meade, Texas Christian University*

Utilizing the increase in remote work caused by the pandemic our research seeks to advance the work/non-work interface literature of how information and communication technologies (ICT) demands, and work-life interference impact a remote worker's perception of performance. We draw from the Job-Demands Resources model and Conservation of Resources theory as well as Grant's E-Work Life scale to examine the remote worker experience. Specifically, how Grant's remote work resources comprised of organizational trust and work flexibility impact remote ICT demands and perceived performance. Remote ICT demands include communication overload and technology overload, and we also explore its impact on work-life interference and perceived performance. We used a two-survey time lag data collection method as part of a sequential research design to test our proposed serial mediation model. This resulted in 223 usable observations, comprised of professionals that identified as remote workers. The results clearly suggest a remote worker's perception of performance is impacted by flexibility and a feeling they can trust their organization. Our results open new pathways for further exploration of understanding the benefits and risks associated with the progressing development of remote work.

### **When Everyone Works Remotely: Exploring Parental Status and the Flexibility Bias in the COVID-19 Era**

*Michele Craven, Mississippi State University*  
*Meagan Baskin, University of Tulsa*  
*Kathryn Ostermeier, Bryant University*

Before the COVID-19 pandemic, employees who worked remotely chose to do so – now, many employees cannot “opt-out”. We argue that we are in a new era of remote work and that this era can be potentially detrimental to women, mothers in particular, with regard to supervisor perceptions of commitment and performance. We examine the relationship between gender, perceptions of parental status, and supervisor evaluations in the context of remote work using an experimental vignette methodology. Across two studies (Study 1,  $n = 161$ , student sample; Study 2,  $n = 227$ , supervisor sample), we used face-morphing software to manipulate gender of the focal employee (Study 1). Additionally, we manipulated the background environment to signal the presence of children in the home (Study 2) to explore implicit bias in evaluations of performance and commitment. We find that the female employees were rated lower by students and supervisors, for both performance and commitment and that these effects were exacerbated when the rater believed they had children. Understanding the effects of implicit bias has important ramifications for remote workers and the organizations that employ them.

### **Organizational layoffs and working from home during the COVID-19 pandemic predict sexual harassment and turnover intentions for female managers: A three wave study**

*Jessica Kirk, University of Memphis*  
*Stefanie Johnson, University of Colorado-Boulder*

In this manuscript, we examine organizational factors (layoffs, working from home) and target characteristics (position power) as predictors of the sexual harassment of women in the COVID-19 pandemic. Building from theory suggesting that sexual harassment is about the protection of valued social identities, we expect that women who threaten the gender hierarchy based on their position power are more likely to experience sexual harassment, and this will be particularly true when the additional threat of layoffs is present. In addition, working from home will decrease the effectiveness of sexual harassment, resulting in less sexual harassment of women in power and a weaker effect of sexual harassment on turnover intentions. We test our predictions with a study of 305 women surveyed at three points during the COVID-19 pandemic. Layoffs that occurred early in the pandemic (measured in July) were associated with higher levels of sexual harassment between July and September, and this effect was most pronounced among female managers. In companies with layoffs, female managers experienced 9.4 times more sexual harassment than individual contributors. Working from home, on the other hand, was associated with lower levels of sexual harassment, and this benefit was particularly strong for female managers. Working from home also resulted in a weaker relationship between sexual harassment and turnover intentions in November/ early December. Spotlight analysis revealed a non-significant relationship between sexual harassment and turnover intentions for women who worked from home at least 38% of the time.

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### **92. Come as You Are: Strategic Implications of CEO Personality and Demography**

*Friday, 10:15 - 11:45 AM*  
*Orleans D - Second Floor*

Session Facilitator:  
*Ruixiang Song, Auburn University*

### **Going global? The effect of CEO political ideology on international alliance engagement**

*Jacob Waddingham, Auburn University*  
*Jeffrey Chandler, Texas Tech University*  
*Yeongsu Kim, Western Kentucky University*

Drawing on upper echelons theory and political science research, we investigate how CEO political ideology influences a firm's engagement in international alliances. Due to their political approaches to foreign policy (i.e., unilateralism vs. multilateralism), we argue that firms led by more conservative CEOs will engage in fewer international alliances than firms led by more liberal CEOs. Further, we also examine how this politically inspired organizational action unfolds in firms over time. We specifically show that boards with greater diversity in nationalities among its members are able to mitigate a CEO's political stances towards international alliances – but this mitigating effect is less pronounced with each year of a CEO's tenure. Using a sample Standard & Poor's 500 CEOs, we find support for our theoretical arguments. Our findings indicate the importance of CEO political values as a predictor of a firm's approach to international strategies and sheds light on the significance of micro-foundational approaches to international business research.

**Overinvesting at both ends of the CEO age spectrum: The curvilinear relationship between CEO age and firm overinvestment**  
*Ruixiang Song, Auburn University*  
*Sana Zafar, Auburn University*

Behavioral and social scientists have shown that age is an important factor to consider when analyzing human behavior and decision-making. Despite the tremendous insights scholars have provided, there is no uniform prediction regarding the direction of the relationship between CEO age and firm risk preferences. In this study, we focus on the curvilinear relationship between CEO age and firm overinvestment intensity. By testing our model with a sample of 19,803 firm-year observations, we demonstrate that young CEOs and CEOs nearing retirement are more likely to engage in overinvestment. In addition, we find that CEO power is an important moderating factor that steepens the curvilinear relationship between CEO age and overinvestment intensity. We discuss the theoretical implications of our findings for future research on the effects of CEO age.

**Performance Feedback and Corporate Risk Taking: The Moderating Effects of CEO Personality**  
*Cameron Borgholthaus,*  
*Andrew Hanna, University of Nebraska-Lincoln*  
*Eric Lee, University of Georgia*

We integrate the behavioral theory of the firm with upper echelons theory to theorize how a firm's inability to attain performance levels in line with its aspirations will lead a firm's boundedly rational managers to engage in problemistic search. While prior literature has suggested that firms may use two forms of risk taking to increase performance to acceptable levels (e.g., increasing R&D intensity, or expanding capital expenditures), it has heretofore been silent on which action a firm will take. We use trait activation theory to explain why extraverted CEOs are less likely to initiate problemistic search through R&D intensity or capital expenditures.

**CEO Personality & Goal Difficulty**  
*Stefan Maric, Michigan State University*  
*Geoff Martin, Melbourne Business School*  
*Mirko Benischke, RSM*

Agency theory has devoted considerable attention to analyzing how various components of the compensation plans, such as being paid in cash or equity, influence firm-level outcomes. However, despite extensive research on goal setting in the micro literature, we know little about how the CEO's goals, a centerpiece of compensation plan design, influence agent behavior. In this paper, we draw on the goal-setting theory to test how the difficulty of goals set for the CEO influences firm performance by using a novel dataset that has information on specific goals in CEOs' compensation plans. Additionally, we use a proprietary dataset of CEOs' five-factor personality traits to test differential behavioral responses to goal difficulty based on CEO personality. We find that more difficult goals are related to lower agency costs and that CEOs high on extraversion and stability have more pronounced responses to more challenging goals. We discuss both the theoretical and practical implications of our model as well as future avenues for research.

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**93. SMA Board Lunch**  
*Friday, 12:00 - 1:15 PM*  
*Vieux Carre*

By invitation only

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**109. Talk with SMA Past President**  
*Friday, 1:15 - 2:45 PM*  
*Board Room - Mezzanine Level*

Session Speaker:  
*Garry Adams, Auburn University*

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**94. Can You Have It All? Families & Careers**  
*Friday, 1:15 - 2:45 PM*  
*Royal B - Ground Floor*

Session Facilitator:  
*Ran Bi, Texas Tech University*

**The Effect of Perceived Paternity Discrimination on Fathers' and Mothers' Turnover**  
*Dawn Carlson, Baylor University*  
*Kaylee Hackney, Baylor University*  
*Merideth Thompson, Utah State University*  
*Gary Thurgood, Utah State University*

Paternity discrimination, or the perceived unfavorable treatment of fathers in the workplace due to spouse pregnancy status is a form of discrimination not yet considered in the workplace literature. Integrating event system theory (Morgeson et al., 2015) with family systems theory (Minuchin, 1974), we examined the role of the event cluster of discrimination and childbirth on the father's turnover intentions as well as the mother's decision to turn over through father's experienced work-family conflict. Using a sample of 228 fathers across three time periods – 1) before the baby was born, 2) after the baby was born, and 3) after the decision to return to work from maternity leave had to be made, and mothers at time 3 - we found support for the impact of paternity discrimination on both fathers and mothers. Specifically, paternity discrimination related significantly to the father's turnover intentions indirectly through his experience of work-family conflict. Further, discrimination crossed over to the mother's decision to turn over through the serial mediation of father's work-family conflict and father's desire for her to turn over. Implications and future research are discussed.

**You Have Kids? How Being a Parent Influences Status and Trust in the Workplace**  
*Teng Zhang, Penn State Harrisburg*  
*Andrew Soderberg, University of Wisconsin – Oshkosh*

For decades, organizations have struggled with equally representing men and women in the workplace, as well as with eliminating feelings of prejudice and discriminatory behavior. Some of the issues in gender and management pertain to the challenges that working parents, especially working mothers, face in the workplace regarding wages, hiring and promotion, and performance evaluation. While prior research has focused on these tangible, organizationally-determined outcomes, little research has gone beyond this managerial perspective to examine how working parents are perceived or treated by their coworkers. In this paper, we investigate how an employee's gender and parental status influence coworkers' perceptions of status and trust. Data from a survey of U.S. working adults provides empirical support for our prediction that having children can enhance working men's status and the extent to which they are trusted by their coworkers. Surprisingly, we also found that working mothers were judged as



having higher status than working women who did not have children. Practical implications and future directions are discussed.

### **No Baggage: The Direct and Indirect Effects of CEO Marital Status on Corporate Tax Avoidance**

*Le Xu, Florida International University*

*Orhun Guldiken, Florida International University*

*Kira Haensel, Florida International University*

*Dasol Sim, Florida International University*

Corporate tax avoidance (CTA), which involves firms' legal attempt to reduce the payment of explicit taxes relative to their pre-tax accounting income, is a controversial and risky organizational practice that several stakeholders increasingly interpret as a form of socially irresponsible behavior. Because the CEO has considerable influence on CTA, we build on upper echelons theory to argue that firms led by single CEOs – a CEO demographic characteristic that acts as a catalyst for risky and socially questionable corporate behavior – engage in more CTA than those led by married CEOs and that this relationship is contingent upon the CEO's restricted stock grants and whether the CEO has an MBA degree. Empirical analyses from a longitudinal sample of S&P 1,500 firms between 1997 and 2008 provide support for our theoretical framework. We discuss how these findings contribute to upper echelons theory and extend the CTA literature.

**Keywords:** corporate tax avoidance; upper echelons theory; CEO marital status

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### **95. It's the End of the World as We Know It, Are These Firms Fine?**

*Friday, 1:15 - 2:45 PM*

*Orleans B - Second Floor*

Session Facilitator:

*Sarah Burrows, University of Central Florida*

### **Fighting for the Family Firm in COVID-19: Can Nonfamily Employees Defend like "Part of the Family"?**

*Sarah Burrows, University of Central Florida*

*Craig Crossley, University of Central Florida*

*Catherine Faherty, Dublin City University*

*James Combs, University of Central Florida*

The concept of psychological ownership was originally derived from actual ownership in employee-owned firms but has since been applied to employees without actual ownership, suggesting the potential for differences among employees and limits to the benefits of psychological ownership – especially in a crisis. COVID-19 is an unprecedented crisis affecting the reputations of small and medium-sized firms, most of which are family-owned where employees from the owning family work alongside nonfamily employees. This context provides a unique opportunity to test the limits of psychological ownership. While both family and non-family employees can have psychological ownership, do differences between them diverge under reputational threat? If so, what can managers do about it? Drawing on psychological ownership theory and ideas from stewardship theory, we theorize that, compared to family-member employees, COVID-19 reputational threats weaken the link between psychological ownership and firm-defensive behaviors, but only in firms where managers failed to develop a stewardship climate. Utilizing a multisource design contrasting family versus nonfamily employees' willingness to defend the firm from COVID-19 reputational threats, we find that the link between psychological ownership and defending breaks down among nonfamily employees, except in firms with a stewardship climate. Even

without familial ties to actual owners, nonfamily employees embedded in strong stewardship climates (psychologically) feel like, and defend like, part of the family.

### **Cycle of failure: The influence of crowdfunding failure on subsequent crowdfunding campaigns**

*Ruixiang Song, Auburn University*

*Brian Connelly, Auburn University*

Recent studies show that previous crowdfunding experience may influence the subsequent performance of serial crowdfunders. Drawing from regulatory focus theory, we extend this literature by theorizing about the relationship between the failure of prior crowdfunding campaigns and the framing strategies of subsequent crowdfunding attempts. We argue that serial crowdfunders (i.e., entrepreneurs who launch more than one fundraising campaign on crowdfunding platforms) whose previous campaigns failed are likely to adopt the use of prevention focus framing in the venture description sections of their subsequent campaigns. However, this approach contradicts the investment focus of prospective investors and thereby reduces the persuasiveness of their campaigns. This results in a cycle of failure, such that a crowdfunding failure leads to prevention focus framing, which leads to another failure. We test our ideas on a sample of crowdfunding records of 923 serial entrepreneurs and find support for the proposed relationships.

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

#### **Firm Financial Distress After Owner-Manager Sudden Death**

*Massimo Bau, Jönköping University*

*Francesco Chirico, Macquarie University*

*Kimberly Eddleston, Northeastern University*

*Philipp Sieger, University of Bern*

When the owner-manager of a privately-held SME suddenly dies, which is a tragic event that happens more often than one would expect, crucial yet unanswered questions are how the firm is financially affected over time and who should ideally take over to mitigate the likelihood of firm failure. Integrating the resource-based view and the literature on grief, we theorize that the owner-manager's sudden death leads to a firm's financial distress and that there is an inverse U-shaped relationship between the time passed after sudden death and the firm's financial distress. We also propose that the successor's embeddedness in the firm, local community, and family moderates this non-linear relationship. Using a longitudinal, matched sample of privately-held Swedish firms, we offer important theoretical and practical contributions to different streams of literature.

#### **Will Venture Capitalists Invest at a Distance During and after a Major Crisis? Evidence from 2008 Financial Crisis**

*Chris Willis, Old Dominion University*

*Samuel Wilson, Old Dominion University*

*Jing Zhang, Old Dominion University*

This study explores how large-scale exogenous crises impact venture capital firms' investment scope decisions during and after a crisis. We will analyze a sample of 6803 funding rounds announced between 2005Q1 until 2012Q4 in the US. The analysis shows that the 2008 Financial Crisis caused a short-term change in the geographical areas where VCs invest, and after the crisis firms tend to look further afield to locate viable investment targets. This study contributes to entrepreneurial finance research by offering theoretical and empirical insights on how major crises affect venture capital investment and entrepreneurial activities.

## 96. Wanna Play A Game? Engagement through Gamification and Simulations

Friday, 1:15 - 2:45 PM  
Royal D - Ground Floor

This grouping of presentations will expose participants to activities that can increase engagement and learning.

Session Facilitator:

*Elizabeth Ragland, Louisiana Tech University*

### Gamification in Human Resource Management Classrooms: A Role-Playing Activity

*Ian Mercer, Auburn University*

*R. Gabrielle Swab, Towson University*

*John Harris, Georgia Southern University*

We introduce role-playing games in Management or more specifically, Human Resources, classrooms as a form of experiential learning. In Fall 2020, students participated in building a character based on their Ideal Human Resources manager. The students' chosen character used their characteristics, skills, and knowledge to perform in three different course related scenarios. Students were then asked to reflect on their character, their decisions, and the subsequent outcomes. In this paper, we discuss the activity and the course concepts (e.g., decision making, individual differences, resources) it allows instructors to teach using experiential learning.

### \*Best Paper in Track\*

#### Business Model Canvas Game: Experience the Dynamics of a Competitive Marketplace

*Karen Eagle, Old Dominion University*

*Mark McNeas, Florida State University*

Entrepreneurs practicing in the real world must identify, attract, and secure multiple resources to successfully launch a scalable and sustainable enterprise. In this game, participants assume roles representing components in the Business Model Canvas (BMC) and build enterprises based on fictional products. The entrepreneurs pitch their value proposition to customers, investors, and other stakeholders, seeking buy-in for their startup. Using a stacking block game, players scale their companies as quickly and efficiently as they can to beat their competitors while avoiding disruption by outside forces. This interactive game is a fun, fast-paced activity that helps students experience the stress, risk, and reward of starting and building a new venture, while revealing the importance of communicating value to the customer and observing the overall competitive nature of entrepreneurship. It brings the Business Model Canvas to life.

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

#### Using Monroe's Motivated Sequence To Facilitate Engagement and Social Innovation

*Kelly Manix, University of South Alabama*

*Kristie Abston, Middle Tennessee State University*

We advocate using Monroe's Motivated Sequence (MMS) to engage students in effective planning of persuasive communication in hopes of initiating important change in their workplaces, schools, and communities. Details of how this technique was used in an online course, the insights gleaned, and ideas for improvement and other applications are discussed. The engaging presentation will include practicing MMS so that participants can learn from each other and identify how to utilize MMS in their courses.

## Integrating Moral Theory into HBR Everest Leadership and Team Simulation Debrief

*Elena Lvina, SJU*

The paper provides business faculty with a description of use, analysis of examples, and step-by-step recommendations on debriefing students on the ethical aspects of their leadership and decision making after completing the *Harvard Business Review (HBR)* Everest Leadership and Teams Simulation. This popular *HBR* simulation has been successfully used by faculty across the globe for over a decade. Comprehensive teaching notes accompany the simulation and available through *HBR*, however, they do not address the issues of Ethical Decision Making or Ethical Leadership. To fill in this gap, this project introduces a new perspective for analysis and reflection that allows for discussions and application of the concepts of rights, virtues, disciplined evaluation of utilitarian arguments, and Rawl's "veil of ignorance", among other business ethics frameworks. The recommendations provided by this paper can be combined with *HBR* notes when teaching various courses with Everest simulation. Development of the Teaching Notes was supported by the International Association of Jesuit Universities (IAJU) and Inspirational Paradigm for Jesuit Business Education grant. The detailed Teaching Notes integrating Moral Theory into Everest Leadership simulation will become available at the IgnitED.global website towards the end of 2021. The findings and recommendations from this project can be effectively used in multiple areas of business as they illustrate how specific Moral theories can be applied across the subjects typically taught in Business schools such as Conflict Resolution, Negotiation, Business Communication, Decision Making, Leadership, and Teams.

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## 97. Doctoral Student Networking Workshop: Peer Networking Through Writing Groups

Friday, 1:15 - 2:45 PM

*Queen Anne B - Mezzanine*

Session Facilitator:

*Ace Beorchia, University of Tennessee*

Panelists:

**Terrance Boyd; Sara Davis; Esther Jean; MaQueba Massey; Ashley Roccapriore; David Skandera; Marla White**

Academic conferences are an opportunity for students to develop and strengthen their peer network (i.e., academic friendships), an indispensable emotional and professional resource. Little guidance is given, however, on how students can create meaningful peer relationships outside of their own institution. This workshop focuses on writing groups, a medium to expand and deepen peer relationships, and allows students to develop a sense of community and support collaboration throughout the doctoral journey. After this session, attendees will understand the efficacy of writing groups, have a stronger peer network, and discover methods to move beyond networking to engagement.

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## 98. Allying & Advocating in the Classroom and Beyond

Friday, 1:15 - 2:45 PM

*Royal Salon*

Panelists:

**Marla Baskerville Watkins; Demetria Henderson; Stephanie Kunst; Eddy Ng; Darryl Rice; Enrica Ruggs; Lauren Locklear; Alanna Hirshman**

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**99. So You Want to Conduct an Experience Sampling Study?**

Friday, 1:15 - 2:45 PM

Queen Anne A – Mezzanine Level

Session Facilitator/Presenter:

**Joel Koopman**, Texas A&M University

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**100. People & CSR/The People in People, Planet, Profit**

Friday, 1:15 - 2:45 PM

Royal C - Ground Floor

Session Facilitator:

**Matrecia James**, St Bonaventure University

**A Work Role Perspective of Corporate Social Responsibility**

**Randy Evans**, University of Tennessee at Chattanooga

**Andrea Neely**, University of Tennessee at Chattanooga

**Walter Davis**, University of Mississippi

Research indicates that employees may view themselves as active participants in corporate social responsibility (CSR), and often view CSR as an in-role job expectation. Using role theory, this research provides a theoretical lens to elucidate how work roles consisting of CSR expand job performance expectations. We examine the extent to which employee and supervisor CSR work roles affect, independently and interactively, different types of employee work behaviors including task performance, organizationally focused work performance, and workplace incivility behaviors. Results from a matched pairs design of employees and supervisors (N = 443) found that employee CSR work role definition (i.e., the extent to which CSR is an in-role responsibility) is related to supervisor ratings of employee task performance and employee organizational member performance. Employee CSR work role definition did not affect the incivility behaviors. Findings also revealed an interactive effect for supervisor's CSR work role definition and employee CSR work role definition on the performance outcomes, such that the relationship between employees' CSR work role definition and performance is greater when a supervisor has a lower level of CSR work role definition.

**Employee Volunteer Commitment: Stakeholder Regulation at the Micro-level**

**Jae Hwan Lee**, Hamline University

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

An organization's community involvement is frequently conceived as macro-level stakeholder action, yet such actions are often implemented at the micro-level as with corporate-sponsored volunteering programs. Since such organizational-level motivators for employee volunteering commitment have been mostly missing in the literature, in this paper we posit that employee volunteer commitment involves self-regulation resources which encompasses regulatory stakeholder action. We argue that conceptualizing employee volunteer commitment as stakeholder action not only contributes to micro-level research in the area, but also the accumulating research on self-regulatory strength. By identifying organizational-level influencers, a fuller understanding of why employees engage in corporate-sponsored volunteering beyond individual-level motives can be achieved.

**Combating Systemic Racism from the Inside: Understanding Black Law Enforcement Officers' Anti-Racism Efforts at Work**

**Melanie Prengler**, Texas A&M University

**Nitya Chawla**, Texas A&M University

**Angelica Leigh**, Duke University

**Kristie Rogers**, Marquette University

This study develops grounded theory on why employees from racial minority groups enter and remain in historically racist organizations, and how they combat racism from within these organizations. Through an inductive study of Black law enforcement officers—including 48 formal and informal interviews averaging 100 minutes in length—our emergent model indicates that people from racial minority groups enter historically racist organizations endeavoring to combat racism within that system and to ameliorate the effects of systemic racism in the community. In self-selecting into police organizations, our data suggest that Black officers are subjected to frequent racially stigmatizing encounters, both from colleagues within their organizations, as well as from people within their racial group outside the organization. As such, many informants described experiencing periods of deeply negative emotions, but reported that coping strategies and perceiving positive impact of their efforts on their organization and community allowed them to persevere in combating systemic racism. Further, our informants enumerated strategies employed to combat systemic racism not only at the source (i.e., their organization), but also to ameliorate its effects in the targeted community; these strategies varied in terms of their level of risk. Our study helps answer key questions regarding how to address racism in organizations by providing a deep exploration of employee-initiated anti-racism efforts and the experiences therein.

**Longitudinal Effects of Transitioning into a First-Time Leadership Position on Wellbeing**

**Keaton Fletcher**, Georgia Institute of Technology

**Kimberly French**, Georgia Institute of Technology

Transitioning into leadership remains a distinct, common career experience that may have implications for employee health and wellbeing, yet these effects are not well understood. We draw upon role theory (role transitions and role expansion) to frame leadership as a dynamic career phenomenon with implications that change as individuals become socialized into their leadership role. This study adds clarity by focusing on wellbeing changes over time and in response to the novel transition into leadership, and by exploring gender as an individual-level moderator of these relationships. We examine the impact of first-time leadership transitions on two aspects of negative affectivity (tension, depression) and three aspects of wellbeing (emotional wellbeing, self-esteem, locus of control). To test our hypotheses, we used data collected every one to two years from 184 individuals (Youth Development Study waves 12 through 19, Mortimer, 2011) to conduct two-level (time nested within person) discontinuous growth modeling. Results suggest taking on a leadership role is associated with tension at the time of transition, consistent with role theory and empirical data on macro-role transitions. Over time, transitioning into a leadership role bolsters emotional well-being and self-esteem in a lasting way, consistent with role expansion propositions. There were no significant gender differences in discontinuous changes at the time of a leadership transition or change trends after the leadership transition. We show transitioning into leadership is a time-sensitive double-edged sword, such that temporary tensions at the time of transition may pay off over the next several years in wellbeing gains.

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**101. What I Got: Leading at the Top**

Friday, 1:15 - 2:45 PM

Orleans D - Second Floor

Session Facilitator:  
*Craig Armstrong, University of Alabama*

### **A Quad Model Approach to Examining the Consequences of Selecting a Qualified Lead Independent Directors**

*Dinesh Hasija, Augusta University*  
*Alan Ellstrand, University of Arkansas*  
*Jason Ridge, University of Arkansas*  
*Jon Johnson, University of Arkansas*

This paper examines a relatively new form of board leadership structure, the Lead Independent Director (LID). We extend the quad model theory developed by Hamrick and colleagues in the context of LID and examine the consequences of having a qualified LID on board. We suggest that LIDs are primarily responsible for: 1) chairing executive sessions, and thus are likely to influence the effectiveness of board meetings; 2) acting as the liaison between firm executives and non-executive directors, and thus are likely to reduce information asymmetry, and 3) leading and evaluating other independent directors on the board, and thus, are likely to mitigate reputational concerns about the board. Using a sample of S&P 500 firms, we find general support for our theoretical predictions, although with some nuances.

### **International Acquisitions and CEO Stock-Based Compensation**

*Wanrong Hou, University of Texas Rio Grande Valley*  
*Steve Lovett, The University of Texas Rio Grande Valley*  
*Sibin Wu, University of Texas Rio Grande Valley*

We integrate upper echelon theory and research on international expansion to examine the effects of CEO stock-based compensation on firms' international expansion through acquisitions. International acquisitions differ from domestic acquisitions because the time required to gain the benefits of international acquisitions is much longer. Therefore, we predict that restricted stock, which has relatively long vesting periods and is associated with longer time horizons, will increase the number of acquisitions. In contrast, stock options pay, which is associated with shorter time frames, will decrease it. Moreover, we argue that CEO tenure moderates these relationships such that the effect of restricted stock value is more positive and the effect of stock options pay is more negative as tenure increases. Our empirical analysis of 1,123 S&P firms between 2010 and 2016 (5,587 firm-year observations) shows strong support for all our hypotheses. We conclude by discussing practical and research implications.

### **How CEO Inside Debt Influences Firm Strategy**

*Christina Carnes, Indiana University*  
*Jonathan OBrien, University of Nebraska*  
*Nithya Shankar, School of Business & Economics, SUNY Plattsburgh*

Despite a robust stream of research focused on understanding drivers of firm competitive behavior, much less attention has been given to how CEOs impact firms' competitive repertoires. We examine how a previously overlooked aspect of executive compensation, inside debt (*i.e.*, money owed to the CEO by the firm) induces CEOs to minimize future losses through complacency in strategic behavior. By integrating competitive dynamics and agency theory, we develop theory to understand the nuances of how CEO inside debt drives conservative and aggressive competitive behavior depending on the environment and expectations. Additionally, we build on prior work examining gender differences in compensation and loss aversion to argue that female CEOs are more likely to be proactive in minimizing losses, and thus they are less impacted by the strategic complacency typically induced by inside debt.

### **Strategic Human Capital in NCAA SEC Football**

*Craig Armstrong, University of Alabama*

One important question for researchers in strategic human capital to consider is how strategically important firm-specific human capital is compared to general human capital in the roles where human capital is applied in strategically important HR roles. This paper explores the relationships between different forms of strategic human capital and firm-level performance. Using the head coaching win-loss records from 80 years of men's football games in the NCAA Southeastern Conference, I show that a head coach's general and industry-specific experience is more valuable than team-specific experience, while the combination of these experiences is most valuable to his team.

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### **102. SMA Board Meeting**

*Friday, 12:00 - 4:00 PM*  
*Vieux Carre*

By invitation only

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### **103. I've Got Friends in Cash Flow Places: Research on Crowdfunding**

*Friday, 3:15 - 4:45 PM*  
*Orleans B - Second Floor*

Session Facilitator:  
*Michele Craven, Mississippi State University*

### **Expressed Humility and Funding Goals in Crowdfunding: A Role Theory Perspective**

*Danuse Bement, Texas A&M University*  
*Jeremy Short, University of North Texas*  
*Jeffrey Chandler, Texas Tech University*  
*Aaron Anglin, Texas Christian University*  
*Pyayt Oo, University of Texas at Arlington*

Crowdfunding research has consistently revealed campaigns with lower target amounts are more likely to become funded. However, little knowledge informs why particular campaign targets are set. In this study, we argue that entrepreneurs exhibiting humility are more likely to set lower crowdfunding goals, which increases their likelihood of campaign success on "all-or-nothing" rewards-based platforms. We also build on social role theory by arguing that the relationship will be less pronounced for women, who tend to set lower crowdfunding goals consistent with a communal social role. Because socially-oriented campaigns are others-centered, we posit that humility affects the goals of entrepreneurs running socially-oriented campaigns less than those running more commercially-oriented campaigns as humble individuals are willing to take greater chances on others. Our findings from a study of 33,607 campaigns on Kickstarter suggest entrepreneurs expressing humility benefit from setting lower goals in crowdfunding campaigns, but humility may be a less advantageous characteristic for female entrepreneurs who already set lower goals than their male counterparts. Humility also has a lower effect on the goals of socially oriented campaigns, suggesting that campaign type presents an important boundary condition to whether humility affects funding goal choices and subsequent crowdfunding success.

### **Shock and awe: Loudness and unpredictability in Twitter messages and crowdfunding campaign success**

*Marcus Wolfe, University of Oklahoma*

Although recent evidence has found support for the importance of social media in communicating specific messages between venture founders and their target audience, there remains a relative paucity of research regarding how specific temporal elements regarding social media activity relate to key venture development outcomes. In this study, we draw on the conceptual framework of shock advertising to understand how *louder* (i.e., increasing number of tweets) and *unpredictable* (i.e. tweets at non-standard times) Twitter activity could improve the odds of crowdfunding success. Using a sample of Kickstarter projects between 2009 and 2018 and cross-sectional regressions (OLS and logit), we find that with each percent increase in tweets relative to tweets in project-category-year, the odds of meeting goals are 1.24 times higher. Furthermore, increasing unpredictability of tweets coupled with increasing project-category-year adjusted tweets further increases the odds of success. In an era when standing out in social media is increasingly challenging, our findings have implications for managing social media messages during crowdfunding campaigns.

#### **Got ink? The impact of tattoos on crowdfunding performance: A role congruity perspective**

*Paula Kincaid, University of North Texas*

*Jeremy Short, University of North Texas*

*Aaron Anglin, Texas Christian University*

The popularity of tattoos in the workplace is steadily increasing, despite knowledge gleaned from management research suggesting that individuals are negatively impacted by revealing their tattoos in recruitment processes. At the same time, individuals with tattoos are perceived as more unique, confident, and extroverted – qualities that have been shown to benefit entrepreneurs seeking venture financing. Given the increased prevalence of tattoos among entrepreneurs engaging in crowdfunding, our work explores a critical question surrounding the impact of tattoos in the resource acquisition process. To build hypotheses surrounding how tattoos might differentially impact different individuals, we rely on role congruity theory's suggestion that individuals encounter consequences from not adhering to behavioral expectations tied to their social group. Through visual cues, we explore the impact of social roles on numbers of backers and funds pledged, two measures of crowdfunding performance. We use 619 crowdfunding campaigns to present two competing hypotheses regarding impact of tattoo visibility on crowdfunding performance and suggest possible underlying causal mechanisms for each argument. We isolate a subset of 178 crowdfunding campaigns to investigate the potential moderating influence of two important social roles, gender and race, on the relationship between tattoo visibility on campaign pages and crowdfunding performance. Specifically, we find that visible tattoos are positively related to the number of backers and the amount of funds pledged on crowdfunding campaigns.

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#### **104. Unlocking the Magic of Words (and More): A Content Analysis Workshop**

*Friday, 3:15 - 4:45 PM*

*Queen Anne A - Mezzanine*

Session Facilitator:

*Rhonda Reger, University of North Texas*

Panelists:

**Aaron Anglin; Jeremy Short; Miles Zachary**

This workshop provides an overview of content analysis methods and deep dives on recent work by the participants illustrating these

methods. Our workshop brings together established and emerging scholars who have published extensively in top tier journals using a variety of content analysis methods. Roundtable discussions provide attendees with feedback on their content analysis projects. This workshop is appropriate for scholars new to content analysis methods as well as those who want to learn more about recent developments and current standards for publishing content analytic studies in top tier journals.

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#### **105. Practical Data Cleaning**

*Friday, 3:15 - 4:45 PM*

*Royal Salon*

Session Facilitator/Presenter:

*Justin DeSimone, University of Alabama*

This PDI session will discuss the importance of “cleaning” survey data before analysis to mitigate the effects of careless or dishonest responses on study results. Additionally, this session will demonstrate how to proactively plan for data cleaning through survey design and administration. Specifically, this session will address (a) the importance of data quality, (b) designing surveys to facilitate data cleaning, and (c) addressing low-quality data prior to analysis. An example and hands-on demonstration using Qualtrics and Microsoft Excel is included so that session participants can follow along and learn how to incorporate data cleaning into their own work.

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#### **106. Where It's At: In Pursuit of Innovation**

*Friday, 3:15 - 4:45 PM*

*Orleans D - Second Floor*

Session Facilitator:

*Ajith Venugopal, Texas A&M International University*

#### **Voice of the Crowd - The Influence of Relative Exploration Orientation on Job Satisfaction**

*Lukas Theis, University of Münster*

The tension of balancing exploitation and exploration efforts has been the center of scientific discourse for several years. Nevertheless, we find that the impact on employees and their job satisfaction has been neglected up to this point. Following up on this research gap, we investigate the impact of organizational ambidexterity on employees by examining the relative exploration versus exploitation orientation of firms and the effect of this balance on the overall job satisfaction of employees. Our study uses anonymous online employee reviews and financial secondary data to create a unique dataset for S&P 500 firms to examine the relationship between relative exploration orientation and job satisfaction. We furthermore investigate the moderating influence of absorbed slack resources on this relationship. Our results indicate a positive but diminishing relationship between relative exploration orientation and overall job satisfaction while finding no evidence for a moderating effect of absorbed slack resources. Our study enriches strategic management research by adding to the discussion on the effects of balancing exploration and exploitation efforts and by stressing the informational value of online employee reviews for research and practitioners. Furthermore, our research furthers the discussion on antecedents of employee job satisfaction by providing evidence for the relationship between relative exploration orientation and job satisfaction.

#### **Is Technological Similarity a Predictor of Patent Litigation? An**

### **Empirical Analysis Using Text-Mining**

*Ajith Venugopal, Texas A&M International University*  
*Sridhar Nerur, University of Texas at Arlington*  
*abdul Rasheed, University of Texas at Arlington*  
*Sudha Ram, University of Arizona*

The increasing incidence of patent litigation has led to efforts to identify the predictors of patent lawsuits between firms. Prior research has identified the technological similarity between patents as an indicator of infringement. Our study contributes to this small but growing body of literature by demonstrating that technological overlap between firms—in terms of the lexical similarity of their patents—is positively associated with patent litigation. Specifically, we distinguish our work from earlier research by assessing the ideational similarity between firms (and not patents) using contemporary text-mining techniques rather than the USPTO classifications that were previously employed. Our study elucidates how text-mining can be used to assess and visualize the technological similarity between firms. Furthermore, we use a nonparametric approach called Quadratic Assignment Procedure (QAP) that relies on permutation trials to determine the significance of the relationship between two dyadic variables, namely, firm-to-firm technological similarity and firm-to-firm patent litigation link. Our findings suggest that technologically similar firms are more likely to be involved in patent litigation. Given the enormous amount of time and financial resources that organizations embroiled in patent lawsuits spend, the insights from our study can be useful to them in anticipating and pre-empting such litigations. The implications of the study and directions for future research are also discussed.

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#### **107. SMA Block Party**

*Friday, 6:30 - 9:30 PM, Meet in Lobby at 6:20 PM*  
*Royal Ballroom - Ground Floor*

## **SATURDAY, NOVEMBER 6**

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#### **110. Registration, Solutions & Exhibits**

*Saturday, 8:30 - 12:00 PM*  
*Queen Anne Ballroom - Mezzanine Level*

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#### **111. What Did They Say? Communications Strategies in the Workplace**

*Saturday, 9:00 - 10:30 AM*  
*Royal B - Ground Floor*

Session Facilitator:

**Jeremy Meuser**, University of Mississippi

#### **Abracadabra, Making the Visible less Visible: Reducing the Effects of Stigma Through Invisible Work**

*Brian Waterwall, East Carolina University*  
*Amy McMillan, East Carolina University*  
*Walter Grubb, III, East Carolina University*

Dirty work involves tasks that are considered disgusting or degrading. Individuals engaged in dirty work are stigmatized and this stigma may negatively affect the workers' job-related attitudes. Although dirty work is often cast in a negative light, we explore an aspect of jobs that might lessen the detrimental effects of performing dirty work: invisibility. We use a sample of 329 working adults to investigate the impact of invisibility on two job-related attitudes of marginalized dirty workers: job satisfaction and occupational identification. Our results

indicate that invisible employees working in dirty occupations report higher levels of occupational identification than their more visible counterparts. For many, invisibility may be the key to reducing stigma and increasing both the occupational identification and job satisfaction of marginalized employees. Interestingly, physical dirt was positively related to both occupational identification and job satisfaction and the relationships were stronger for more visible employees. It may be that workers take pride in performing physically dirty work and consider performing such work a badge of honor. We conclude with implications of our findings and directions for future research.

#### **Disability Disclosure as an Impression Management Technique Used in the Workplace: A Grounded Theory Investigation**

*Christine Manno, University of Wisconsin, La Crosse & University of Arkansas, Fayetteville*  
*Lynn Koch, University of Arkansas, Fayetteville*  
*Rachel Glade, University of Arkansas, Fayetteville*  
*Lauren Simon, University of Arkansas*  
*Philip Rumrill, Jr., Kent State University*  
*Christopher Rosen, University of Arkansas*

Individuals with disabilities remain under-represented in the workplace, in part, because of misperceptions, stereotypes and discrimination. Many managers are concerned that individuals with disabilities are not suitable for the job and retain these beliefs even after hiring them. In order to overcome obstacles to entry and inclusion in the workplace, individuals with disabilities engage in impression management strategies to present themselves as the socially acceptable 'ideal employee.' Twenty-six employed individuals with disabilities shared with us their experiences of identity management and the challenges they faced as they managed their careers and strived for success in the workplace. This paper contributes to ongoing discussions related to impression management strategies for individuals with stigmatized identities, and the consequences of impression management on employee attitudes and work-related outcomes.

#### **Code-Switching as a Survival Mechanism: Foundations and Employee Implications**

*Jaylon Sherrell,*  
*Bahareh Javadizadeh, Indiana State University*

Conversations pertaining to diversity and inclusion within research and practice continue to transpire; however, a critical phenomenon known as "code-switching" has yet to be fully explored. Existing literature regarding code-switching has provided preliminary definitions primarily within the realm of linguistics. Yet, there is an inherent need for further study to uncover nuances related to the unique experiences of minority employees. To answer this call for an inaugural survey, we reconceptualized the concept of code-switching by examining this phenomenon through the lens of racial minority employees and explored its potential impacts on minority employees' workplace experience. In particular, we investigate code-switching as a mechanism utilized to reduce and avoid perceived racial tensions and threats observed when hypervisibility exists within the workplace. Notwithstanding, we propose that when employees engage in code-switching activities, their perceptions of organizational identification decrease, which ultimately results in higher levels of turnover. Practical and research implications, as well as future areas of study, are considered accordingly.

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#### **112. The Right Stuff: Entrepreneurial Resources and Positioning**

*Saturday, 9:00 - 10:30 AM*  
*Orleans B - Second Floor*

Session Facilitator:

*Manjot Bhussar, Iowa State University*

### **A RICH resilience capability portfolio for entrepreneurship behaviors**

*Stephen Lanivich, University of Memphis*

*Samuel Adomako, University of Bradford*

*Michael Gyensare, Edith Cowan University*

*Laci Lyons, University of Central Arkansas*

Limited research efforts have focused on how resiliency contributes to firms' resilience capability portfolio or facilitates entrepreneurship behaviors. It remains unclear how founders' characteristics contribute to entrepreneurial resiliency and affect entrepreneurship behaviors that keep firms moving forward despite uncertainty and potential (actual) disruptions. This study builds on COR theory and resilience literature to examine the effects of founders' characteristics on entrepreneurial resiliency and how those factors indirectly affect entrepreneurship behaviors. In addition, this study examined the effect of entrepreneurial resiliency on entrepreneurship behaviors through the mediating mechanism of the RICH. Data from a survey of 223 entrepreneurs in Ghana supported our hypotheses.

### **Who Learns and What They Learn: Evidence from an Action-Based Technology Entrepreneurship Accelerator Program**

*Shashwatashish Pattnaik, University of North Texas*

*Rhonda Regeer, University of North Texas*

The United States, like many countries, invests significant resources in technology entrepreneurship training programs to accelerate the commercialization of inventions. However, research is only recently begun to assess the efficacy of these investments. We add to this stream of research using a sample of entrepreneurial teams composed of faculty members and graduate students who participated in action-based technology entrepreneurship training as part of the National Science Foundation's (NSF) I-Corps program. We explore the role of two contextual factors, team dynamics and the learning environment, on two important learning outcomes that are precursors for new venture success—entrepreneurial readiness and knowledge readiness—for these two distinct types of team members. The findings suggest that positive team dynamics increase entrepreneurial readiness for both types of trainees, but increases knowledge readiness of only graduate students, suggesting differential importance of team-level factors. The findings for learning environment are more complex. While a negative learning environment was not significantly associated with entrepreneurial or knowledge readiness for either trainee type, a positive learning environment was a significant predictor of both entrepreneurial and knowledge readiness for faculty but was only a significant predictor for knowledge readiness among graduate students. This study contributes to the entrepreneurial training literature by showing the impact of team and broader contextual level factors on training efficacy. The findings have implications for both academic and corporate trainers who design action-learning programs.

### **Psychological Capital Resources and SMEs Performance: The role of Innovative Behavior and Risk Propensity**

*Ali Mchiri, New Mexico State University*

This conceptual paper proposes a multi-level approach to understanding the Psychological Capital (PsyCap) resources and their impact the on-macro level outcomes in SME context. Drawing from the positive psychology literature, we propose that PsyCap, with its four core elements including hope, self-efficacy, optimism, and resilience

impacts firm performance through entrepreneurs' innovative behavior. This paper draws from Fredrickson (2001)'s Broaden-and-Build Theory which contends that positive emotions help individuals broaden their thought-action repertoires by enabling entrepreneurs develop their state-like psychological resources, which are open to malleability, transformation and improvement, to achieve superior performance. Thus, in developing our propositions, we propose a conceptual framework to examine the influence of risk-taking propensity on the relationship between PsyCap resources and firm performance through the mediating effect of entrepreneurs' innovative behavior.

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

### **Deciding to be Different: A Protocol Analysis of Entrepreneurs Positioning Their Ventures**

*Devin Burnell, Indiana University*

Entrepreneurs seek to reconcile the competing tensions of conformity to established institutions and competitive advantage from differentiation by choosing to become optimally distinct. This research, however, has yet to explain how entrepreneurs begin to think about the strategic position of their ventures. This research aims to reveal cognitive processes that successful entrepreneurs use when thinking through positioning their ventures to be optimally distinct. Preliminary findings from verbal protocol analysis suggests (a) entrepreneurs will tend to use sensemaking, analogical reasoning, and perspective-taking when thinking about positioning their ventures; (b) experts and novices differ in how they think about strategic positioning; (c) experts and novices differ in their attention to factors that determine market uncertainty and (d) copying the prototype or exemplar may depend on how many strategic dimensions entrepreneurs decide to be different.

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### **113. Learning and Relationships/Embracing Learning and Relationship Building**

*Saturday, 9:00 - 10:30 AM*

*Royal D - Ground Floor*

Session Facilitator:

*Nick Mmbaga, Butler University*

### **Applying Positive Reinforcement to improve Organizational Performance and Supervisory Competency Climate**

*Marko Horn, Mercer University*

*Jonathan Krispin, Valdosta State University*

Employee performance in a not-for profit mental health service organization is an ongoing problem. The available labor pool is generally characterized as a workforce in crisis. To fulfill its organizational mission, the organization is dependent on a direct care giver workforce that can relatively independently fulfill the organizational goals and display behaviors the organization outlines. Showing promising results utilizing an intervention at the first-line supervisor level, the present study shows that positive reinforcement as a motivational technique improves direct care staff performance and aligns certain staff behaviors with organizational goals. The impact of the intervention on perceived supervisor skill and the resulting supervisor competency climate is explored.

### **Paying it Forward and Backward: Generativity and High Quality Mentoring**

*Ryan Musselman, Virginia Tech*

*William Becker, Virginia Tech*

Competition for talent in the marketplace is fierce. Organizations stay competitive by managing and developing the talent they already have. Mentorship has profound impact developing employees through formal mentoring programs as well as fostering informal mentor relationships. While advantages of mentoring include leadership development, expanded social network, and career progression, the organizational benefits of generativity include knowledge retention, skills acquisition, capability development, solidified confidence and leader succession planning. The results of this study show that the beneficial effects to the organization of high quality mentoring (higher organizational identity, lower turnover, and more reciprocated mentoring) are more pronounced for employees that are high in generativity.

*Keywords:* Generativity, mentoring, organizational identity, reciprocity, turnover

### **The Impact of Perceived Fairness, Organizational and Professor Support on Students' Intentions to Quit**

*Silvana Chambers, University of Houston-Clear Lake*

*Clifton Mayfield, University of Houston – Clear Lake*

*Alix Valenti, University of Houston-Clear Lake*

Dropout rates among students is a major concern facing institutions of higher education. Existing models that predict student attrition are typically developed with the traditional, first-year student in mind; however, recent research suggests that these models do not generalize to a wider student population. To address that gap, we sampled a demographically diverse student population in the college of business at a southwestern public university. We applied Perceived Organizational Support (POS) theory to test the association between students' perceptions of justice, POS, perceived professor support (PPS), organizational identification, and intention to quit. This study found that POS had a significant negative direct effect on students' intention to quit, and fully mediated the relationship of perceived professor support and intention to quit. We did not find support for a relationship between identification and intention to quit. Distributive justice and interactional justice had an indirect positive effect on POS through PPS, and an indirect negative effect on intention to quit through PPS and POS. Our findings provide support for the applicability of POS theory to predict students' intentions to quit.

### **Walking the Line: Balancing Demographic-related Identities at Work**

*Sarah Tuskey, Virginia Tech*

*William Becker, Virginia Tech*

People simultaneously hold a multitude of social identifications while at work, some of which are work-related and some of which transcend work. To date, the vast majority of studies on social identities focus on these identities in isolation. The purpose of this research is to examine how working individuals manage and balance nonwork-related and work-related identities. Specifically, how demographic-related identities, like gender and ethnic identities, and work-specific identities interact to predict work-related identifications and organizational outcomes. Findings suggest that organizational identity is influenced by perceptions of threat to these demographic-related identities resulting in implications for job satisfaction and turnover intentions.

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### **114. U Can't Touch This: Power and Status in Strategic Management**

*Saturday, 9:00 - 10:30 AM*

*Orleans D - Second Floor*

Session Facilitator:

*Jinxin Yang, The University of Texas at El Paso*

### **Structural Embeddedness of CEO Social Networks and Firm Exploratory Innovation**

*Jinxin Yang, The University of Texas at El Paso*

*Mengge Li, The University of Texas at El Paso*

While CEOs have been considered as an important driver for firm innovation, current research has not gained many insights on whether CEO social networks can influence various innovation outcomes. In this paper, we integrate the upper-echelons perspective with social networks theory to examine the effects of structural attributes of a CEO's social network on exploratory innovation. Drawing from a structural embeddedness perspective, we predict that CEO network centrality has an inverted U-shape effect on exploratory innovation, whereas structural holes have a positive relationship with exploratory innovation. In addition, we hypothesize that structural holes reinforce the curvilinear effect of network centrality. We tested our hypotheses with a sample of 1,831 CEOs in the U.S. from 2000 to 2016. Our findings provided supports for our predictions. Our study contributes to strategic leadership and innovation research.

### **How do Individual-Level Differences Impact the Success of Governance Mechanisms In Transaction Cost Economics? An Exploration of Status, Power, and Trust**

*Jessica Peck, Cleveland State University*

Transaction cost economics is augmented with the role of individual-level differences to expand our understanding of the impact of governance mechanisms on employee motivation and thereby job performance. Governance mechanisms are necessary to attenuate opportunism that results due to unforeseen contingencies and incomplete contracts. Governance mechanisms in the form of manager promises are commonly used to motivate employees when an unforeseen contingency arises beyond the scope of the employment contract. However, the effect of individual-level differences on the success of such governance mechanisms such as a promise has not been previously considered. Such differences include employee perceptions of manager status and power, perceptions of manager trustworthiness, and employee propensity to trust. These individual-level differences have unique effects on the relationship between promises and motivation, thereby underscoring the importance of considering the human condition when using governance mechanisms to elicit a desired outcome. This article presents a series of propositions exploring how promises can be structured to increase employee motivation and how such individual-level differences moderate the influence of the promise on individual motivation.

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

### **Power and the People: CEO Structural Power Predicts Indifference Towards Social Stakeholders**

*James Matusik, University of Georgia*

*Radina Blagoeva, University of Georgia*

*Braydon Shanklin, University of Georgia*

*Daniel Gamache, University of Georgia*

The social distance theory of power, based in social psychology, suggests that the bestowal of power upon an individual increases his or her felt distance from others. Herein, we extend this theory to the upper echelons context to argue that heightened CEO structural power predicts indifference towards, and greater corporate social irresponsibility (CSI<sub>R</sub>) related to, the firm's social stakeholders (i.e., its employees and community members). We provide support for our



theorizing across two complementary studies. In our first study, an archival study utilizing data collected from 1,748 firms (11,280 firm-years), we find that CEO structural power shares a positive relationship with CSiR related to the firm's social stakeholders. Critically, we also find that this relationship is contingent upon CEO agreeableness, with high levels of CEO agreeableness negating it. In our second study, an experimental study utilizing a sample of 113 Professional MBA students, we extend these findings by evidencing the mechanism that underlies the relationship between CEO structural power and CSiR related to the firm's social stakeholders: the mental abstraction of others. This investigation highlights the influential role that CEO power has on CSiR and illustrates the value in supplementing macro-level research with micro-level theories and methodologies.

**Protecting the Golden Goose: High-Status Politically-Connected Directors and Corporate Tax Avoidance in Extractive Industries**  
*Rajeev Sawant, Florida Atlantic University*  
*Shibashish Mukherjee, Erasmus University*

Corporate tax avoidance reduces tax costs but increases regulatory risks. Research shows politically connected (PC) directors mitigate regulatory risks increasing corporate tax avoidance. Yet, while tax avoidance is likely legal, it's socially illegitimate. Social illegitimacy creates trade-offs in tax avoidance strategies that extant research largely ignores. We introduce politically connected (PC) directors' status as a vital determinant of tax avoidance. Whether PC directors create firm value is debated, yet high-status PC directors may create disproportionate firm value distinct from tax avoidance. And tax avoidance illegitimacy may disproportionately increase their vulnerability to loss of political influence. Such vulnerability creates firm incentives that increase in extractive industry firms to protect their high-status PC directors by reducing tax avoidance. With multiple measures (two tax avoidance measures and two tax compliance measures) in 3,908 US firms between 2001-2015, we find that firms in extractive industries with former Presidential Cabinet Secretaries (PCS) and Senators as directors, reduce tax avoidance. Such firms also show greater operating profits and return over assets than comparable peers. Taken together, these results support our theoretical contributions to tax avoidance and non-market strategy literatures.

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### 115. Work Challenge and Relationships

*Saturday, 9:00 - 10:30 AM*  
*Royal C - Ground Floor*

Session Facilitator:

*Angela Miles, North Carolina Central University*

### Turning Off from Always On: A Taxonomy of Employee Break Strategies Across Work Pressures

*Emily Hunter, Baylor University*

*Kira Schabram, University of Washington*

*Christopher Barnes, University of Washington*

Shifting societal norms and technological advancements enable much work to be conducted anytime and anywhere. With the expectation to be 'always on', it become increasingly imperative to understand when and why employees take time off. Drawing on 29 interviews conducted in 2018-19 with consultants working in elite firms we develop a taxonomy of six break strategies (e.g. claiming, leveraging, tailoring, caving, conforming, faking). We highlight that employees select one strategy at a time but alternate between strategies over time. Moreover, we identify perceived audience expectations as an important driver of break strategy, noting that whether those around the employee at a

given point in time have the expertise to judge their work on its merits determines whether employees choose to openly break or feel compelled to use subterfuge to conceal breaks and 'look busy' with negative consequences for the employee.

### When the going gets tough, the tough are let go? The effects of political ideology on leader tenure in organizations

*Teng Zhang, Penn State Harrisburg*

*Andrew Soderberg, University of Wisconsin – Oshkosh*

In the face of performance-related adversity, why do some organizations stick longer with their leaders than others? Drawing on moral foundations theory (MFT), we hypothesized that political ideology moderates the relationship between organizational performance decline and leader tenure. To test this "ideology-authority hypothesis", we conducted a study with archival data from the National Basketball Association (NBA) between the 2008 and 2017 seasons and found empirical support for our prediction. Specifically, the magnitude of team performance decrease is positively associated with the tenure of the head coach in teams that are located in more politically conservative communities, but not in ones located in more politically liberal communities. Practical implications and future directions are also discussed.

### Perfecting the Craft: Political Skill as a Moderator of Job Crafting and Various Work Outcomes Relationships

*Diane Lawong, University of Alabama at Birmingham*

*Wayne Hochwarter, Florida State University*

*Gerald Ferris, Florida State University*

This paper examines the use of political skill as an effective tool that can aid individuals to successfully capitalize on job crafting opportunities and achieve their desired outcomes. Results from two samples ( $n = 272$ ) and ( $n = 273$ ) demonstrated that political skill moderates the relationship between job crafting and the following work outcomes: work frustration, emotional exhaustion, job strain, and job satisfaction. This paper expands our knowledge and understanding of the use of political skill at work, and how employees can be more successful in their job crafting endeavors. Strengths, limitations, future directions, and contributions to both theory and practice are discussed.

### You, Me, and the Organization Makes Three: The Organization's (Adverse) Effect on Relationships Among Co-workers

*Kevin Cruz, Georgia Southern University*

*Thomas Zagenczyk, Clemson University*

*Stacey Kessler, Kennesaw State University*

Organizational leaders seek to cultivate close relationships among employees to positively impact employees' workplace behaviors. However, to leaders' detriment, they too often do so without focusing on employees' relationships with the organization itself. In the current study, we investigate how this oversight can result in the behaviors that organizational leaders are trying to prevent in the first place. Grounded in both social exchange theory and conservation of resources theory, we hypothesize that employees' perceptions of their relationships with their organizations, both negative (i.e., psychological contract breach) and positive (i.e., perceived organizational support), adversely impacts their behaviors (deviance and citizenship) directed towards their co-workers when employees have stronger relationships with their co-workers. To test this proposition, we conducted a two-wave data collection on a sample of 264 employees working in 11 organizations and 7 industries. While results support this proposition, they also suggest that there may be different processes impacting interpersonal

deviance versus interpersonal citizenship behaviors directed towards co-workers.

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**116. JAMNOLA (Off-site, Pre-registration required)**

*Saturday, 10:00 - 12:00 PM*

*Offsite*

JAMNOLA (Joy. Art. Music. New Orleans): New Orleans' first experiential pop-up takes visitors of all ages on a topsy-turvy stroll through the cultural gems that make the Crescent City so special. JAMNOLA's immersive 12-room exhibit is pure NOLA joy, celebrating the iconic art, music, food, and theatrics of the city, through the eyes of over 20 local artists.

During SMA's visit to JAMNOLA, we will be guided through the venue by an experienced storyteller and will be encouraged to interact with/in the art exhibits along the way. Afterward, we will meet the co-founder, owner, and visionary behind the JAMNOLA project and have the opportunity to discuss with him the business of New Orleans art. Given that the venue opened during the Covid-19 pandemic, this first-of-its-kind artistic venture has a story as unique as the art!

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**117. Mardi Gras Museum (Off-site, Pre-registration required)**

*Saturday, 10:00 - 1:00 PM*

*Offsite*

This all-access opportunity to tour the largest Mardi Gras workshop in the world winds you through the massive operating workshop of Blaine Kern Studios, where artists and architects have been building Mardi Gras floats from the ground up since 1947. Tours showcase every aspect of the float-making process from prop designing and building, float painting, 3D scanning, robotic sculpting, and more! You'll learn about the history of this unique and festive tradition, going beyond its reputation to get a deeper understanding of the REAL Mardi Gras. In addition, SMA will have an "all-access" opportunity to speak with current float artists and Blaine Kern himself! Not really into Mardi Gras? Not to worry! Blaine Kern Studios serves more than just famous Mardi Gras Krewe's; their clients also include Universal Studios, Disney, and can even be "spotted" along the highway in roadside advertisements for national franchises such as Chick-fil-a.

## PARTICIPANTS AND CONTACT INFORMATION\*

\*If want to find a conference participant, do a quick search in this pdf.

### A

Abebe, Michael, Vackar College of Business & Entrepreneurship, University of Texas Rio Grande Valley, michael.abebe@utrgv.edu  
Abston, Kristie, Middle Tennessee State University, abstonk@yahoo.com  
Adams, Chris, Southern Illinois University, ckadams125@gmail.com  
Adams, Garry, Auburn University, adamsg1@auburn.edu  
Addae, Isaac, Tennessee State University  
Aggarwal, Jyoti, aggarwal\_j@lynchburg.edu  
Ahn, Albert, Hong Kong Baptist University, albertahn@hkbu.edu.hk  
Al-Shammari, Hussam, hussam@iup.edu  
Alexander, Katherine, kalexander7@luc.edu  
Alharbi, Nawaf, na685@msstate.edu  
Alikaj, Albi, Jacksonville State University, aalikaj@jsu.edu  
Allen, David, david.allen@tcu.edu  
Allison, Thomas, t.allison@tcu.edu  
Alzahmi, Omar, oalzahmi@hotmail.com  
Ambrose, Maureen, UCF, mambrose@ucf.edu  
Ammeter, Anthony, University of Mississippi, tammeter@olemiss.edu  
Ammeter, Danielle, University of Mississippi, dammeter@bus.olemiss.edu  
Andel, Stephanie, Indiana University, sandel@iu.edu  
Anderson, Adele, Interpretive Simulations, conferences@interpretive.com  
Angee, E. Mauricio, St. Thomas University, mangee@stu.edu  
Anglin, Aaron, a.anglin@tcu.edu  
Arendt, Lucy, St. Norbert College, lucy.arendt@snc.edu  
Arif, Lipika, University of South Alabama, lna1721@jagmail.southalabama.edu  
Arikan, Andac, Florida Atlantic University, aarikan@fau.edu  
Armstrong, Craig, University of Alabama, carmstro@cba.ua.edu  
Arwine, Rebecca, University of Tennessee, rarwine@vols.utk.edu  
Ashraf, Saad, Southern Illinois University, saad.ashraf@siu.edu  
Askarzadeh, Alireza, aaska001@odu.edu  
Askarzadeh, Dr. Fatemeh, askarzadehf@uhd.edu  
Awasty, Nikhil, Michigan State University – The Eli Broad College of Business, awastyni@msu.edu

### B

Badwaik, Dhvani, dhvani.badwaik@uconn.edu  
Bajestani, Mahdi Forghani, Old Dominion University, mforgh001@odu.edu  
Baker, LaKami, Auburn University, lbaker@auburn.edu  
Bandyopadhyay, Anindita, ab00042@mix.wvu.edu  
Banks, George, UNC Charlotte, gbanks3@uncc.edu  
Baskin, Meagan Brock, meagan-baskin@utulsa.edu  
Bass, Erin, University of Nebraska Omaha, aebass@unomaha.edu  
Bau Massimo, Jönköping University, massimo.bau@ju.se  
Baugh, Gayle, University Of West Florida, gbaugh@uwf.edu  
Baycik, Orkun, Shenandoah University, nbaycik@su.edu  
Becker, William, Virginia Tech University, beckerwj@vt.edu  
Bell, Alana, USA Health, ampetway@yahoo.com

Bement, Danuse, Texas A&M University, dana.bement@tamu.edu  
Bendickson, Josh, University of Louisiana-Lafayette, josh.bendickson@louisiana.edu  
Bennett, Andrew, Old Dominion University, aabennet@odu.edu  
Bennett, Rebecca, University of Central Florida, rebecca.bennett@ucf.edu  
Beorchia, Ace, University of Tennessee, aceb@vols.utk.edu  
John Berns, jberns@bus.olemiss.edu  
Bhussar, Manjot, Iowa State University, mbhussar@iastate.edu  
Bi, Ran, Texas Tech University, bi91367@ttu.edu  
Bigelow, Bailey, baileybigelow@lsu.edu  
Bishop, Jennifer, jrbishopphd@gmail.com  
Blagoeva, Radina, University Of Georgia, rblagoeva@uga.edu  
Blake, Andrew, ablake@uark.edu  
Boncoeur, Dorian, dorian.boncoeur@nd.edu  
Bonner, Robert, San Francisco State University, bob.lee.bonner@gmail.com  
Borgholthaus, Cameron, Southern Illinois University Edwardsville, cborgholthaus@huskers.unl.edu  
Bosco, Frank, sma@frankbosco.com  
Boswell, Scott, The Commerce Trust Company, scott.boswell@mail.umsl.edu  
Bourque, Leah, lbourque@uncc.edu  
Bowler, Matt, Oklahoma State University, matt.bowler@okstate.edu  
Boyd, Terrance, Louisiana State University, tboyd15@lsu.edu  
Boyi, Victor, Florida Atlantic University, vboyi2019@fau.edu  
Bracamonte, Maria, Mississippi State University, mvb77@msstate.edu  
Bradley, Cody, University of Arkansas, cb067@uark.edu  
Brady, Lisa, llbrady@crimson.ua.edu  
Brooks, Darren, Florida State University, dbrooks@business.fsu.edu  
Brouer, Robyn, brouer@southalabama.edu  
Brown, Charla, cbrown1@troy.edu  
Brown, Donita, donita.brown@lipscomb.edu  
Brown, Rose, rosebrown@alumni.upenn.edu  
Buckley, Michael, University of Oklahoma, mbuckley@ou.edu  
Bullock, Kirsten, kmbull02@louisville.edu  
Burgess, Rachel, rachel.burgess@asu.edu  
Burks, Josie, jaburks@olemiss.edu  
Burnell, Devin, Indiana University, dsburnel@iu.edu  
Burrows, Devin, University of Central Florida, sarah.burrows@ucf.edu  
Butler, Frank, frank-butler@utc.edu  
Butler, Seth, The University of Alabama, sbutler2@crimson.ua.edu  
Byron, Kris, Georgia State, kbyron@gsu.edu

### C

Cannon, Dane, danecannon@gmail.com  
Carlson, Dawn, Baylor University, dawn\_carlson@baylor.edu  
Carnes, Andrew, Western Carolina University, amcarnes@wcu.edu  
Carnes, Christina, Indiana University, chcarnes@iu.edu  
Carr, Jon, North Carolina State University, jon.carr@ncsu.edu  
Carsten, Melissa, Winthrop University, carstenm@winthrop.edu  
Carver, Krista, Louisiana State University, kcarve4@lsu.edu  
Castrogiovanni, Gary, Florida Atlantic University, castrogi@fau.edu  
Cerecedo, Jose, The University of Texas at San Antonio, jose.cerecedolopez@utsa.edu  
Chambers, Silvana, University Of Houston-Clear Lake, chambers@uhcl.edu  
Chang, Yingyi, changy4@vcu.edu  
Chen, Jiuyang, Louisiana State University, jchen62@lsu.edu

Chen, Peiyao, Louisiana State University, pchen12@lsu.edu  
Chen, Yan, chenyan@isu.edu  
Chicas, Herrison, UNC Kenan-Flagler Business School,  
herrison\_chicas@kenan-flagler.unc.edu  
Chinnam, Dedeepya, dchinnam@smu.edu  
Cho, Younsung, The University of Alabama, ycho0608@gmail.com  
Christophe, Yolanda, yochr1@morgan.edu  
Clyde, Katherine, kbclde@uncg.edu  
Cobb, Kyle, cobbkyle@gmail.com  
Coffman, Chad, cdc69c@umkc.edu  
Combs, James, University of Central Florida, james.combs@ucf.edu  
Connelly, Brian, Auburn University, bconnelly@auburn.edu  
Corwin, Emily, University of Arkansas, ecorwin@walton.uark.edu  
Cottle, Griffin, University of Massachusetts-Dartmouth,  
gcottle@umassd.edu  
Cowell, Eva, University of Tennessee, ecowell@utk.edu  
Craven, Michele, Mississippi State University, mm4840@msstate.edu  
Crocco, Oliver "Ozzie," Louisiana State University,  
olivercrocco@lsu.edu  
Crook, Russell, The University of Tennessee, Knoxville - Haslam,  
tcrook@utk.edu  
Crossland, Craig, craigcrossland@gmail.com  
Cruz, Kevin, Georgia Southern University, kevincruz@yahoo.com  
Cui, Meiyang, Auburn University, mzc0100@auburn.edu  
Cullen-Lester, Kristin, University of Mississippi,  
kclester@bus.olemiss.edu  
Cycyota, Cyndy, United States Air Force Academy,  
cynthia.cycyota@usafa.edu

## D

D'Andrea, Fernando, fernando.dandrea@okstate.edu  
Dadanlar, Hazel, dadanlar@ohio.edu  
Davis, Abbey, Oklahoma State University, abbey.davis@okstate.edu  
Davis, Justin, University of West Florida, jdavis3@uwf.edu  
Davis, Maggie, University of South Alabama,  
mmd2021@jagmail.southalabama.edu  
Davis, Shelley, Troy University, sadavis@troy.edu  
Davis, Walter, University of Mississippi, wdavis@bus.olemiss.edu  
Day, Steven, North Carolina Central University, sday6@ncsu.edu  
Deberry, Darlene, djohn281@uncc.edu  
Debicki, Bart, Towson University, bdebicki@towson.edu  
Deconinck, James, Western Carolina University, deconinck@wcu.edu  
DeGhetto, Kaitlyn, kdeghetto1@udayton.edu  
De La Haye, DC, dd20ea@my.fsu.edu  
Deng, Ping, Cleveland State University, p.deng@csuohio.edu  
Deng, Yufan, Florida State University, yd18c@my.fsu.edu  
DeNisi, Angelo, Tulane University, adenisi@tulane.edu  
De Ruyck, Bettina, University of Georgia,  
bettina.deruyck@vlerick.com  
DeSimone, Justin, University of Alabama, jadesimone@cba.ua.edu  
Deylami, Ali Nikoupour, Old Dominion University,  
aniko002@odu.edu  
Dibrell, Clay, The University of Mississippi, cdibrell@bus.olemiss.edu  
Dimotakis, Nikos, Oklahoma State University, nikos@okstate.edu  
DiPietropolo, Cristina, Leader Essentials Group,  
cristina@leaderessentialsgroup.com  
Donnelly, Lilah, Mercer University, lilahd@gmail.com  
Duke, Allison, allison.duke@lipscomb.edu  
Dykes, Bernadine, Shenandoah University, bdykes@su.edu

## E

Eagle, Karen, Old Dominion University, keagle@odu.edu

Eby, Lillian, University of Georgia, leby@uga.edu  
Eddleston, Kimberly, Northeastern University, k.eddleston@neu.edu  
Edwards, Jeffrey, Kenan-Flagler Business School, jredwards@unc.edu  
Ellen, Parker, p.ellen@msstate.edu  
Ellis, Kimberly, Florida Atlantic University, kellis15@fau.edu  
Enns, Stacia, Spears School of Business - Oklahoma State University,  
stacia.enns@okstate.edu  
Erdmann, Marjorie, marjorie.erdmann@okstate.edu  
Erdogan, Berrin, Portland State University, berrine@pdx.edu  
Eulitz, Simone, Lmu Munich, eulitz@bwl.lmu.de  
Evans, Ph.D., Randy, University of Tennessee at Chattanooga, randy-  
evans@utc.edu  
Ezerins, Maira, mcompagn@uark.edu

## F

Fan, Gang, University Of North Texas, anders.fan@unt.edu  
Faridian, Parisa Haim, San Diego State University,  
phaimfaridian@sdsu.edu  
Farrell, Matthew, Old Dominion University, mfarr002@odu.edu  
Ferris, Gerald, gferris@fsu.edu  
Field, James, West Virginia University, j.g.field@hotmail.com  
Fletcher, Keaton, Georgia Institute Of Technology,  
kfletcher40@gatech.edu  
Ford, Eric, University of Alabama-Birmingham  
Forrester, Allison, alli.forrester@gmail.com  
Foster, Dominique, North Carolina State University,  
dmfoste3@ncsu.edu  
Fournet, Ashley, Louisiana Tech University,  
ashley.fournet@gmail.com  
Frank, Emma, emma.frank@uga.edu  
Frieder, Rachel, Feeding the Gulf Coast, r.frieder@unf.edu  
Fu, Sherry (Qiang), Oklahoma State University, sherry.fu@okstate.edu  
Fuller, Nicole, nicole.r.fuller@gmail.com

## G

Gai, Shelby, Michigan State University, shelby.gai@broad.msu.edu  
Gallagher, Vickie Coleman, Cleveland State University,  
v.c.gallagher@csuohio.edu  
Gandhi, Shammi, sgandhi@nmsu.edu  
Gang, Heyin, Iowa State University, higang@iastate.edu  
Gao, Zhonghua, Capital University of Economics and Business,  
gzhruc@gmail.com  
Gardner, Bill, Texas Tech University Rawls College of Business,  
bgardner@texastech.edu  
Gardner, William, Texas Tech University, william.gardner@ttu.edu  
Geiger, Mingang, West Virginia University, mg0081@mix.wvu.edu  
Geiger, Scott, Muma College of Business, University of South Florida,  
geiger@mail.usf.edu  
Gentry, Richard, University of Mississippi, rgentry@bus.olemiss.edu  
Gharagozloo, Mahdi Moeini, mohammad.gharagozloo@morgan.edu  
Gillis, William, Mitchell College of Business University of South  
Alabama, gillis@southalabama.edu  
Ginn, Tracy, tsginn@uncg.edu  
Goering, Daniel D., Nippon Oil & Energy,  
danielgoering@missouristate.edu  
Goh, Junseok, University of Wisconsin Madison, jgoh2@wisc.edu  
Golden, Chavez, chavez.golden@gmail.com  
Goldfein-Killilea, Natalie, ngoldfei@uncg.edu  
Gondo, Maria, mgondo@bus.olemiss.edu  
Gong, Qing, gongqing@gatech.edu  
Gonzalez, Jorge, University of Texas-Rio Grande Valley,  
jorge.gonzalez@utrgv.edu

Gooty, Janaki, University Of North Carolina at Charlotte, [ggooty@uncc.edu](mailto:ggooty@uncc.edu)  
Gordon, Janice, Florida State University, [jg18aa@my.fsu.edu](mailto:jg18aa@my.fsu.edu)  
Gower, Kim, [kgower@umw.edu](mailto:kgower@umw.edu)  
Grady, Azucena "Sheny," Texas Tech University, [azgrady@ttu.edu](mailto:azgrady@ttu.edu)  
Graffin, Scott, [sgraffin@uga.edu](mailto:sgraffin@uga.edu)  
Gray, Cheryl, [cgray14@usf.edu](mailto:cgray14@usf.edu)  
Gray, Truit, [truit.gray@okstate.edu](mailto:truit.gray@okstate.edu)  
Greckhamer, Thomas, Louisiana State University, [tgreck@lsu.edu](mailto:tgreck@lsu.edu)  
Green, Joseph, [jcgreen8@uncg.edu](mailto:jcgreen8@uncg.edu)  
Gregg, Heath, University of Miami Business School, [hxg101@miami.edu](mailto:hxg101@miami.edu)  
Grubb, Leah, University of North Carolina at Greensboro, [lkgubb@uncg.edu](mailto:lkgubb@uncg.edu)  
Grubb, Walter, [grubbw@ecu.edu](mailto:grubbw@ecu.edu)  
Gupta, Alka, Bernard M. And Ruth R. Bass Center For Leadership Studies, [guptaa26@vcu.edu](mailto:guptaa26@vcu.edu)  
Gwak, Jeewon, [jgwak1@student.gsu.edu](mailto:jgwak1@student.gsu.edu)  
Gyensare, Michael, [mgasiedu@gmail.com](mailto:mgasiedu@gmail.com)

## H

Hackney, Kaylee, Baylor University, [kaylee\\_hackney@baylor.edu](mailto:kaylee_hackney@baylor.edu)  
Haensel, Kira, Florida International University, [khaen001@fiu.edu](mailto:khaen001@fiu.edu)  
Hamadi, Hanadi, University of North Florida, [h.hamadi@unf.edu](mailto:h.hamadi@unf.edu)  
Hamrick, Alexander, Auburn University, [azh0125@auburn.edu](mailto:azh0125@auburn.edu)  
Hancock, Julie, University of North Texas Department of Management, [julie.hancock@unt.edu](mailto:julie.hancock@unt.edu)  
Hanke, Doreen, McNeese State University, [dhanke@mcneese.edu](mailto:dhanke@mcneese.edu)  
Hanna, Andrew, University of Nebraska-Lincoln, [andrew.a.hanna@huskers.unl.edu](mailto:andrew.a.hanna@huskers.unl.edu)  
Hannah, Sean, [hannahst@wfu.edu](mailto:hannahst@wfu.edu)  
Harms, Peter, The University of Alabama, [pdharms@cba.ua.edu](mailto:pdharms@cba.ua.edu)  
Harris, Brad, Texas Christian University, [brad.harris@tcu.edu](mailto:brad.harris@tcu.edu)  
Hartnell, Chad, Georgia State University, [chartnell@gsu.edu](mailto:chartnell@gsu.edu)  
Harvey, Michelle, University of Mississippi, [mmharvey@go.olemiss.edu](mailto:mmharvey@go.olemiss.edu)  
Hasan, Md Kamrul, University of North Texas, [mdkamrul.hasan@unt.edu](mailto:mdkamrul.hasan@unt.edu)  
Hasija, Dinesh, Augusta University, [dhasija@augusta.edu](mailto:dhasija@augusta.edu)  
Hausfeld, Mary, UNC Charlotte, [mmonro11@uncc.edu](mailto:mmonro11@uncc.edu)  
Hayes, Nathan, Texas Tech University, [nathan.hayes@ttu.edu](mailto:nathan.hayes@ttu.edu)  
Hayes, Nathan, [nhaye11@lsu.edu](mailto:nhaye11@lsu.edu)  
Haynie, Jeffrey, Louisiana Tech University, [jhaynie@latech.edu](mailto:jhaynie@latech.edu)  
Henkel, Erica, [eshenkel@uncg.edu](mailto:eshenkel@uncg.edu)  
Henley, Amy, University of North Dakota, [amy.henley@und.edu](mailto:amy.henley@und.edu)  
Henry, Sarah, University of Oklahoma, [sarah.henry2@ou.edu](mailto:sarah.henry2@ou.edu)  
Hill, Aaron, University of Florida, [aaron.hill@warrington.ufl.edu](mailto:aaron.hill@warrington.ufl.edu)  
Hirshman, Alanna, Texas Tech University, [alanna.hirshman@ttu.edu](mailto:alanna.hirshman@ttu.edu)  
Hmieleski, Keith, [k.hmieleski@tcu.edu](mailto:k.hmieleski@tcu.edu)  
Hodge, Andrea, Florida State University, [admh143@gmail.com](mailto:admh143@gmail.com)  
Holmes, Jeanne, North Carolina A&T State University, [jholmesphd@gmail.com](mailto:jholmesphd@gmail.com)  
Hong, Yeong-Hyun, University of Alabama, [yhong18@crimson.ua.edu](mailto:yhong18@crimson.ua.edu)  
Horn, Dewayna, Texas Woman's University  
Horn, Marko, Mercer University, [horn\\_m@mercer.edu](mailto:horn_m@mercer.edu)  
Horton, Kalan, [kgh20t@my.fsu.edu](mailto:kgh20t@my.fsu.edu)  
Hou, Wanrong, University of Texas Rio Grande Valley, [wanrong.hou@utrgv.edu](mailto:wanrong.hou@utrgv.edu)  
Houghton, Jeffery, West Virginia University, [dr.jeff.houghton@gmail.com](mailto:dr.jeff.houghton@gmail.com)  
Huang, Lulu, University of Texas - San Antonio, [siang-ru.huang@utsa.edu](mailto:siang-ru.huang@utsa.edu)  
Humphrey, Jarrod, [jarrod.humphrey@warrington.ufl.edu](mailto:jarrod.humphrey@warrington.ufl.edu)

Hunter, Emily, Baylor University, [emily\\_m\\_hunter@baylor.edu](mailto:emily_m_hunter@baylor.edu)  
Hutto, Haley, [haleyhutto1@gmail.com](mailto:haleyhutto1@gmail.com)

## I

Iqbal, Farhan, [farhan.iqbal@uga.edu](mailto:farhan.iqbal@uga.edu)  
Irwin, Kris, Old Dominion University, [kirwin@odu.edu](mailto:kirwin@odu.edu)  
Islam, Habib, Old Dominion University, [hisla003@odu.edu](mailto:hisla003@odu.edu)

## J

Jahanbakht, Mohammad, University of Texas at Arlington, [mohammad.jahanbakht@uta.edu](mailto:mohammad.jahanbakht@uta.edu)  
James, Matrecia, St. Bonaventure University, [mjames@sbu.edu](mailto:mjames@sbu.edu)  
Jancenelle, Vivien, University of Houston-Clear Lake, [jancenelle@uhcl.edu](mailto:jancenelle@uhcl.edu)  
Javadizadeh, Bahareh, Indiana State University, [bahareh.javadizadeh@indstate.edu](mailto:bahareh.javadizadeh@indstate.edu)  
Jean, Esther, University of Texas at Arlington, [eljean.2022@gmail.com](mailto:eljean.2022@gmail.com)  
Jia, Yankun, The University of Mississippi, [yjia@bus.olemiss.edu](mailto:yjia@bus.olemiss.edu)  
Jiang, Yuzhuo, [yzjiang0714@gmail.com](mailto:yzjiang0714@gmail.com)  
Johnson, Michael, [michaeljohnson@lsu.edu](mailto:michaeljohnson@lsu.edu)  
Johnson, Nick, [nickjohnson@my.unt.edu](mailto:nickjohnson@my.unt.edu)  
Johnson, Paul, University Of Mississippi, [pjohnson@bus.olemiss.edu](mailto:pjohnson@bus.olemiss.edu)  
Jones, Carla, Sam Houston State University, [cdjones@ymail.com](mailto:cdjones@ymail.com)  
Jones, Magdalena Viktora, Florida International University, [mvik001@fiu.edu](mailto:mvik001@fiu.edu)  
Joy, Cyriac Pattathil, Iowa State University, [cjoy@iastate.edu](mailto:cjoy@iastate.edu)  
Jun, Minjong, Binghamton University\_SUNY, [mjun3@binghamton.edu](mailto:mjun3@binghamton.edu)  
Jung, Jaewoo, The University of Tennessee, Knoxville - Haslam, [jjung14@vols.utk.edu](mailto:jjung14@vols.utk.edu)

## K

Kang, Sung Mo, Iowa State University, [ksungmo@iastate.edu](mailto:ksungmo@iastate.edu)  
Kapteina, Benedikt, ESCP Business School, [bkapteina@escp.eu](mailto:bkapteina@escp.eu)  
Karam, Elizabeth, Texas Tech University, [elizabeth.karam@ttu.edu](mailto:elizabeth.karam@ttu.edu)  
Karriker, Joy, East Carolina University, [karrikerj@ecu.edu](mailto:karrikerj@ecu.edu)  
Karst, Rusty, Texas A&M University - Corpus Christi, [rusty.karst@tamucc.edu](mailto:rusty.karst@tamucc.edu)  
Kathuria, Nishant, University of Texas At Dallas, [nishant.kathuria@utdallas.edu](mailto:nishant.kathuria@utdallas.edu)  
Kaur, Rajdeep, Auburn University, [rajdeepkaurresearch@gmail.com](mailto:rajdeepkaurresearch@gmail.com)  
Keating, David, [dkeating@bus.olemiss.edu](mailto:dkeating@bus.olemiss.edu)  
Keeler, Justin, University of Central Oklahoma, [justin.keeler@yahoo.com](mailto:justin.keeler@yahoo.com)  
Keeler, Kathleen, The Ohio State University, [keeler.79@osu.edu](mailto:keeler.79@osu.edu)  
Keels, Joanna, Coastal Carolina University, [jkeels@coastal.edu](mailto:jkeels@coastal.edu)  
Keener, Sheila, Old Dominion University, [skeener@odu.edu](mailto:skeener@odu.edu)  
Kelley, Jasmine, [jasmine.n.kelley@gmail.com](mailto:jasmine.n.kelley@gmail.com)  
Kessler, Stacey, Kennesaw State University, [skessle4@kennesaw.edu](mailto:skessle4@kennesaw.edu)  
Keyes, Andrew, Florida State University, [ak19x@my.fsu.edu](mailto:ak19x@my.fsu.edu)  
Kim, Daniel, University of Florida, [dkim4@ufl.edu](mailto:dkim4@ufl.edu)  
Kim, Tan, The University of Tennessee, Knoxville, [tkim34@vols.utk.edu](mailto:tkim34@vols.utk.edu)  
Kincaid, Paula, University of North Texas, [paula.kincaid@unt.edu](mailto:paula.kincaid@unt.edu)  
Kinney, Benson, [bensontkinney@gmail.com](mailto:bensontkinney@gmail.com)  
Kiratikosolrak, Pakanat, [p.kiratikosolrak@vikes.csuohio.edu](mailto:p.kiratikosolrak@vikes.csuohio.edu)  
Kirk, Jessica, University of Memphis, [jessica.f.kirk@memphis.edu](mailto:jessica.f.kirk@memphis.edu)  
Kirkland, Christine, Florida State University, [cmm02k@my.fsu.edu](mailto:cmm02k@my.fsu.edu)  
Kizildag, Murat, [murat.kizildag@ucf.edu](mailto:murat.kizildag@ucf.edu)  
Kluemper, Donald, University of Illinois-Chicago, [kluemper@uic.edu](mailto:kluemper@uic.edu)  
Kong, Dejun, [dkong@usf.edu](mailto:dkong@usf.edu)

Koopman, Joel, Texas A&M University, jkoopman@mays.tamu.edu  
Kraiger, Kurt, University of Memphis, kkraiger@memphis.edu  
Krasikova, Dina, University of Texas - San Antonio,  
dina.krasikova@utsa.edu  
Krause, Ryan, Texas Christian University, r.krause@tcu.edu  
Krispin, Jonathan, jkrsn@netscape.net  
Krivacek, Sara, Clemson University, skrivac@g.clemson.edu  
Kunst, Stephanie, stephanie\_kunst@baylor.edu  
Kurak, Malgorzata, IMD Business School,  
malgorzata.kurak@gmail.com  
Kwaramba, Shingirai, Virginia Tech University

## L

Laird, Mary Dana, Hieder College of Business, mdlaird@creighton.edu  
Lambert, Lisa Schurer, Oklahoma State University,  
lisa.schurer.lambert@okstate.edu  
Lamont, Bruce, Florida State University, blamont@fsu.edu  
Landy, Karen, University of Missouri-Kansas City,  
kmlandy@umkc.edu  
Langlinais, Luke, West Virginia University, lal0022@mix.wvu.edu  
Lanier, Patricia, University of Louisiana at Lafayette,  
patricia.lanier@louisiana.edu  
Lanivich, Stephen, University of Memphis, s.lanivich@memphis.edu  
Laurie, Mandi, mandilaurie@icloud.com  
Lavelle, James, University of Texas At Arlington,  
lavelle@exchange.uta.edu  
Lawong, Diane, University Of Alabama At Birmingham,  
dlawong@uab.edu  
Lawrence, Erika, East Carolina University, lawrence@ecu.edu  
Lee, Carolyn, carolyndlee84@gmail.com  
Lee, Eric, ericlee@psu.edu  
Lee, Jae Hwan, Hamline University, jlee53@hamline.edu  
Lee, Joochan, Troy University, joochanlee@troy.edu  
Lee, Min Young, minyoung@gatech.edu  
Lee, Young Eun, Texas A&M University, ylee@mays.tamu.edu  
Leigh, Angelica, Duke University, angelica.leigh@duke.edu  
Leigh, Jennifer, Nazareth College, jleigh4@naz.edu  
Lemoine, James, University at Buffalo (SUNY) School of  
Management, jlemoine@buffalo.edu  
Lennard, Anna, Oklahoma State University, lennard.al@gmail.com  
Leonel, Ronei, University of Memphis, rlnljnor@memphis.edu  
Lewis, Demetrius, Emory University, demetrius.lewis@emory.edu  
Lewis, Jeremy, flewis3@unc.edu  
Lewis, Melissa, mirzo@unl.edu  
Li, Christina, University of Oklahoma, christina.s.li@ou.edu  
Li, Cindy, Baruch College, mingyuli0622@gmail.com  
Li, Mingxiang, Florida Atlantic University, lim@fau.edu  
Li, Pingshu, pingshu.li@utrgv.edu  
Liu, Shuang, shuangl@clemson.edu  
Lohrke, Franz, Auburn University, ftlohrke@gmail.com  
Long, Rebecca, rlong@business.msstate.edu  
Lord, Zack, University of North Carolina at Charlotte,  
zlord2@unc.edu  
Lovett, Steve, steve.lovett@utrgv.edu  
Lowman, Graham, Kennesaw State University,  
glowman@kennesaw.edu  
Luse, William, wluse@laverne.edu  
Luu, Vivian, Texas Tech University, vivian.h.luu@ttu.edu  
Lux, Sean, sean.lux@ttu.edu  
Lvina, Elena Saint Joseph's University, elvina@sju.edu  
Lyons, Laci, University of Central Arkansas, llyons@uca.edu

## M

Macdonald, John, Colorado State University,  
john.macdonald@colostate.edu  
MacGowan, Rebecca, University of Arizona,  
rlmacgowan@email.arizona.edu  
Madanoglu, Melih, Kennesaw State University,  
mmadano1@kennesaw.edu  
Madden, Laura, East Carolina University, maddenl@ecu.edu  
Madden, Timothy, East Carolina University, maddenti16@ecu.edu  
Madison, Kristen, Oklahoma State University,  
kincy.madison@okstate.edu  
Maher, Liam, liammaher@boisestate.edu  
Manix, Kelly, University of South Alabama, kellymanix@gmail.com  
Manno, Christine, University of Wisconsin, La Crosse & University of  
Arkansas, Fayetteville, cmanno@uwlax.edu  
Mannor, Mike, University of Notre Dame, mikemannor@nd.edu  
Marbut, Alex, University of Alabama, armarbut@crimson.ua.edu  
Maric, Stefan, Michigan State University, maricste@msu.edu  
Marino, Lou, The University of Alabama, lmarino@cba.ua.edu  
Markin, Erik, em1296@msstate.edu  
Marler, Laura, Mississippi State University Department of  
Management & Information Systems, lmarler@business.msstate.edu  
Marlin, Daniel, University of South Florida, marlind@usf.edu  
Marlow, Shannon, The University of Texas at San Antonio,  
shannon.marlow@utsa.edu  
Marquardt, Dennis, Abilene Christian University, djm08b@acu.edu  
Marshall, Jason, Binghamton University, jmarsha7@binghamton.edu  
Martinko, Mark, Florida A & M, martinko@nettally.com  
Masood, Huda, York University, hudamas@yorku.ca  
Massey, MaQueba, maqueba.l.massey@students.jsms.edu  
Mathis, Blake, Indiana University Bloomington, bdmathia@iu.edu  
Matta, Fadel, fmatta@uga.edu  
Matusik, James, University of Georgia, james.matusik@uga.edu  
McAllister, Charn, Northern Arizona University,  
professormcallister@gmail.com  
Mcbride, Andrew, University of North Carolina at Charlotte,  
amcbrid7@unc.edu  
McCarthy, Cassandra, College of Business and Economics, Towson  
University, cmccarthy@towson.edu  
McDaniel, Michael, University of Texas at Arlington,  
michael.mcdaniel2@mavs.uta.edu  
McDermott, Reba, University of Arkansas, rm074@uark.edu  
Mcgee, Jeffrey, The University of Texas at Arlington, jmcgee@uta.edu  
Mchiri, Ali, NMSU - United States, amchiri@nmsu.edu  
McIntyre, Nancy, West Virginia University,  
nancy.mcintyre@mail.wvu.edu  
McKenny, Aaron, Indiana University, mckenny@iu.edu  
McLarty, Benjamin, Mississippi State University,  
ben.mclarty@msstate.edu  
McMillan, Amy, East Carolina University, mcmillana@ecu.edu  
McMullen, Jeff, Indiana University, mcmullej@indiana.edu  
McNamara, Gerry, mcnamara@broad.msu.edu  
McNees, Mark, mmcnees@fsu.edu  
Mejia, Sebastian Cortes, Iowa State University, sebas3cm@iastate.edu  
Mercer, Ian, Auburn University, ism0002@auburn.edu  
Mesdaghinia, Salar, mesdaghi@gmail.com  
Meuser, Jeremy, University of Mississippi (Ole Miss),  
jmeuser@bus.olemiss.edu  
Meyer, Kailey, University of North Carolina at Charlotte,  
kmeyer14@unc.edu  
Meyers, Anthony, City University of New York/Baruch College,  
admeyers1120@gmail.com  
Michaelis, Tim, Northern Illinois University, tmichaelis@niu.edu

Miles, Angela, North Carolina Central University, amilesworks1@gmail.com  
Miller, Allison, allison.miller@gcsu.edu  
Millin, Andrew, Florida International University, anmillin@alumni.upenn.edu  
Milosevic, Ivana, ivana.a.milosevic@gmail.com  
Mitra, Arjun, California State University Los Angeles, amitra@calstatela.edu  
Mmbaga, Nick, Butler University  
Moergen, Kristie, University of Arkansas, kmoergen@walton.uark.edu  
Montague-Mfuni, Michelle, mmtngmf@memphis.edu  
Moore, Kathryn, kem06836@uga.edu  
Morales-Solis, Juan, University Of Kansas, jcms@ku.edu  
Moran, Lauren, Georgia Institute of Technology, l Moran9@gatech.edu  
Morel, Nina, nina.morel@lipscomb.edu  
Moreno, Francisco, Louisiana State University, fmoren4@lsu.edu  
Mukherjee, Kaushik, University of Mississippi, kmukherjee@bus.olemiss.edu  
Muldoon, Jeffrey, Emporia State University, jmuldoon@emporia.edu  
Munyon, Timothy, The University of Tennessee, munyon@utk.edu  
Murry, Allona, University of Mississippi, allona3013@gmail.com  
Musselman, Ryan, Virginia Tech, musselman@vt.edu

## N

Nadavulakere, Shiva, Saginaw Valley State University, snadavul@svsu.edu  
Nag, Devalina, University of Memphis, devalina17@gmail.com  
Nahm, Peter, pnahm@mays.tamu.edu  
Nershi, Dave, SMA, dnershi@southernmanagement.org  
Neubert, Emily, enebert@iu.edu  
Ng, Eddy, eddy.ng@queensu.ca  
Nguyen, Chi, Boise State University, chinguyenlan@u.boisestate.edu  
Nguyen, Loi, Metrostate, loi.nguyen@metrostate.edu  
Nguyen, Nhu, SUNY Buffalo, nhu.nguyen@ucf.edu  
Nixon, Joseph, Emory University, jtnixon@emory.edu  
Norris, Kalan, University at Buffalo, kalannor@buffalo.edu  
Norton, Caroline, caroline.norton9@gmail.com  
Norton, Christina Revenue Management Solutions, christina@revenuemanage.com

## O

O'Brien, Jonathan, jon.obrien@unl.edu  
O'Toole, Jay, Old Dominion University, jotoole@odu.edu  
Oberoi, Swati, Indian Institute of Management Shillong, swati.oberoi@sharda.ac.in  
Oglesby, Matt, University of South Alabama, mto1921@jagmail.southalabama.edu  
Okwir, Simon, Uppsala University, simon.okwir@angstrom.uu.se  
Olson, Amber, University of Alabama, Tuscaloosa, amolson3@crimson.ua.edu  
Oriaifo, Juliet, NC A&T, joosuji@ncat.edu  
Osias, Debby, Auburn University, dzo0022@auburn.edu  
Oxarart, Richard, West Virginia University, rao0009@mix.wvu.edu  
Ozgen, Sibel, Florida International University, sozgenno@fiu.edu

## P

Pahng, Phoebe, Iowa State University, phpahng@iastate.edu  
Paik, Michael, Florida State University, msp20br@my.fsu.edu  
Palmer, Joshua, bdaggerh@kennesaw.edu  
Paoletti, Jensine, Rice University, jensine.paoletti@rice.edu  
Park, Hyunkang, catherinehkp@uga.edu  
Park, Sinyoung, University of North Florida, sinyoung.park@unf.edu

Parker, Owen, University of Texas At Arlington, owen.parker@uta.edu  
Pate, Niecka, Flat World, niecka.pate@flatworld.com  
Paterson, Ted, Oregon State University, ted.paterson@oregonstate.edu  
Pathki, Chandra Shekhar, University of Illinois at Chicago, cpathk2@uic.edu  
Pattnaik, Shashwatashish, University Of North Texas, shashwat.pattnaik@unt.edu  
Paul, Tyechia, tyechiapaul@gmail.com  
Paustian-Underdahl, Samantha, Florida State University, sapaustian@gmail.com  
Pawlish, Michael, Georgian Court University, mpawlish@georgian.edu  
Payne, Gregory, tygepayne@lsu.edu  
Peck, Jessica, Cleveland State University, j.a.peck37@csuohio.edu  
Penter, Luise, luise.penter@gmail.com  
Pereira, Igor, Florida State University, igorfofsp@gmail.com  
Perkins, Ben, University of Arizona, bgperkins@email.arizona.edu  
Perrew, Pamela, Florida State University, pperrew@fsu.edu  
Phillipich, Michael, map0118@auburn.edu  
Phillips, Duygu, Oklahoma State University, duygu.phillips@okstate.edu  
Pidduck, Robert, Old Dominion University, rpidduck@odu.edu  
Pierce, Chuck, capierce68@hotmail.com  
Ponnappalli, Ajay R., Center for Leadership, FIU, ajrama@gmail.com  
Porter, Caitlin, caitlin.porter@memphis.edu  
Porter, Tracy, t.h.porter@csuohio.edu  
Poulton, Emily, University Of Georgia, emily.poulton@uga.edu  
Prengrer, Melanie, Texas A&M University, melanie.prengrer@tamu.edu  
Puranik, Harshad, University of Illinois at Chicago, hpuranik@uic.edu

## R

Rabelo, Verónica, San Francisco State University, rabelo@sfsu.edu  
Ragland, Elizabeth, Louisiana Tech University, eragland@ulm.edu  
Randle, Natasha, University of North Carolina - Charlotte, natasha.randle@unc.edu  
Randolph-Seng, Brandon, brandon.randolph-seng@tamuc.edu  
Redler, Emily, eredler@unc.edu  
Reed, Natasha, natasha.reed@gatech.edu  
Reger, Rhonda, University of North Texas, rhonda.reger@unt.edu  
Reina, Christopher, Virginia Commonwealth University, csreina@vcu.edu  
Renz, Franziska, The University of Texas at El Paso, fmrenz@utep.edu  
Rhew, Nicholas, Coastal Carolina University, nrhew@coastal.edu  
Rice, Darryl, Miami University, ricedb@miamioh.edu  
Richardson, Hettie, Texas Christian University, h.richardson@tcu.edu  
Rickle, Marketa, University of North Carolina at Greensboro, m\_rickle@uncg.edu  
Ridge, Jason, jridge@walton.uark.edu  
Ring, John Kirk, Louisiana Tech University, kring@latech.edu  
Robertson, Christopher, Northeastern University, c.robertson@neu.edu  
Robichaud, Christina, cwr@ku.edu  
Robinson, Ashley, ashley.robinson@memphis.edu  
Robison, Jayci, jayci.m.robison@okstate.edu  
Roccapriore, Ashley, ashley@utk.edu  
Rodell, Jessica, jrodell@uga.edu

## S

Sabol, Misty, msabol@southalabama.edu  
Sabz, Azadeh, asabz@bauer.uh.edu  
Salaiz, Ashley, asalaiz@ut.edu  
Samuel, Naomi, University of Texas at Arlington, naomi.samuel@uta.edu

Sanni, Michael Adekoya, Namibia University of Science and Technology, oludek.adekoya2@gmail.com  
Sargent, Amanda, asarge47@gmail.com  
Sawant, Rajeev, Florida Atlantic University, rsawant@fau.edu  
Scandura, Terri, Miami Herbert Business School, scandura@miami.edu  
Schaefer, Joseph, University of Mississippi, joeschaefer0935@gmail.com  
Schaff, Michael, Mississippi State University, mjs876@msstate.edu  
Schminke, Marshall, mschminke@ucf.edu  
Schoen, Jeremy, University of Mississippi, jeremy.schoen@gmail.com  
Schwab, Andreas, aschwab@iastate.edu  
Segrest, Sharon, ssegrest@usf.edu  
Seifried, Chad, cseifried@lsu.edu  
Selden, Sally, The Citadel, Military College Of South Carolina, sselden@citadel.edu  
Semadeni, Matthew, ASU, semadeni@asu.edu  
Settles, Alexander, alex.settles@ufl.edu  
Sexton, Jennifer, jennifer.sexton@msstate.edu  
Shanklin, Brady, braydon.shanklin@uga.edu  
Sharifi, Tina, York University, tsharifi@yorku.ca  
Shearin, Thad, thadshearin@gmail.com  
Sherlock, Chelsea, cls1237@msstate.edu  
Sherrell, Jaylon, Indiana State University, jhines3@outlook.com  
Shook, Christopher, Western Kentucky University, christopher.shook@wku.edu  
Shukla, Jigyashu, jigyashu.shukla@ucf.edu  
Sieiro, Gonzalo Molina Pontificia Universidad Catolica de Chile, gm16e@my.fsu.edu  
Sim, Dasol, dsim@fiu.edu  
Simmering, Marcia, Louisiana State University, marcia@latech.edu  
Simon, Lauren, University of Arkansas, lssimon@uark.edu  
Sin, Hock-Peng, FIU, hsin@fiu.edu  
Singh, Barjinder, Elon University, bsingh3@elon.edu  
Skorodziyevskiy, Vitaliy, Mississippi State University, vs658@msstate.edu  
Smith, Alexis  
Smith, Jordan, Clemson University, jgs4@g.clemson.edu  
Smith, Mickey, University of South Alabama, mbsmith@southalabama.edu  
Smith, Shona, University of Texas at Arlington, shona.smith@mavs.uta.edu  
Smulowitz, Stephen, Imd Global Board Center, ssmulowi@gmail.com  
Snider, Roary, rsnyder@walton.uark.edu  
Solanelles, Pol, The University of Mississippi, psolanelles@bus.olemiss.edu  
Solano, Guadalupe, The University of Texas Rio Grande Valley, guadalupe.solano01@utrgv.edu  
Solansky, Stephanie, Texas State University, sdt63@txstate.edu  
Soleimanof, Sohrab, Stephenson Department of Entrepreneurship & Information Systems at Louisiana State University, soleimanof@lsu.edu  
Shelby Solomon  
Son, Eun Soo, Georgia Institute of Technology, eunsoo.son@scheller.gatech.edu  
Song, Ruixiang, Auburn University, rzs0088@auburn.edu  
Srivastava, Saurabh, Texas A&M University - Commerce, saurabh.srivastava@tamuc.edu  
Stackhouse, Madelynn, University of North Carolina at Greensboro, mrstackh@uncg.edu  
Stewart, Oscar Jerome, College Of Charleston, stewartj4@cofc.edu  
Stotler, Derek, Georgia State University, dstotler1@gsu.edu  
Summers, James, Iowa State University, jsummers@iastate.edu

Sun, Ui Young, The University of Illinois at Chicago, usun2@uic.edu  
Swab, R. Gabrielle, Towson University, rswab@towson.edu

## T

Tang, Mavis (she/they), University of North Texas, mavis.tang@unt.edu  
Tareke, Sonya, sonyatar@buffalo.edu  
Taybron, Andre, Texas Tech University, ataybron@ttu.edu  
Taylor, Erik, East Carolina University, taylore17@ecu.edu  
Terry, Ryan, ryan.terry@tamucc.edu  
Teschner, Ryan Scott, University of Texas at Dallas, ryanscottteschner@gmail.com  
Thatcher, Sherry, University of South Carolina, sherry.thatcher@moore.sc.edu  
Theis, Lukas, University Of Münster, ltheis1@uni-muenster.de  
Thompson, Jalonda N., University of Tennessee, Knoxville, jalondat@utk.edu  
Thompson, Merideth, Utah State University, merideth.thompson@usu.edu  
Tihanyi, Lazlo, Rice University, Laszlo.Tihanyi@rice.edu  
Tillman, Justice, Baruch College, Justice.Tillman@baruch.cuny.edu  
Tirol-Carmody, Kristina, ktcarmody@ku.edu  
Tkachenko, Oleksandr, tkachenko@unm.edu  
Tocher, Neil, Idaho State University, tochner@isu.edu  
Tonidandel, Scott, UNC Charlotte Belk College of Business, scott.tonidandel@uncc.edu  
Tribble, Lori, Clemson University, lltribb@clemson.edu  
Tsaruk, Oleksandr, West Virginia University, ot0011@mix.wvu.edu  
Tuskey, Sarah, Virginia Tech, stuskey@vt.edu

## V

Vander Weerd, Candice, Cleveland State University, c.vanderweerd@csuohio.edu  
Vardaman, James, james.v@memphis.edu  
Velez, Susana, University of West Georgia, svelez@westga.edu  
Venugopal, Ajith, Texas A&M International University, ajith.venugopal@tamiu.edu

## W

Waddingham, Jacob, Auburn University, jaw0124@auburn.edu  
Walker, Jack, Auburn University, walkeh1@auburn.edu  
Walker, Laura, Troy University, laura.walker@unt.edu  
Wang, Chen, chen.l.wang@wmich.edu  
Wang, Ling, Concordia University, linda\_wangling000@hotmail.com  
Wang, Xing, University of Illinois at Chicago, xwang323@uic.edu  
Watts, Daniel, Georgia State University - J. Mack Robinson College of Business, dwatts12@gsu.edu  
Waterwall, Brian, East Carolina University, waterwallb18@ecu.edu  
Washington, Alexis, Smith Oklahoma State University, lex.washington@okstate.edu  
Wayne, Sandra, University of Illinois at Chicago, sjwayne@uic.edu  
Weakley, Jessica, SMA, jessweakley@gmail.com  
Weinberg, Frankie, Loyola University University New Orleans, fweinberg@gmail.com  
Wesley, Curtis, University of Houston C.T. Bauer College of Business, cwesley@bauer.uh.edu  
Wesson, Michael, Harbert College of Business at Auburn University, wesson@auburn.edu  
White, Joshua, University of Alabama, jvwhite@crimson.ua.edu  
White, Marla, University of Texas at Arlington, mlwhite1993@gmail.com  
Whitney, Jacob, University of Oklahoma, jwhitney@ou.edu



Williams, Courtney, University of Toledo,  
courtney.williams2@utoledo.edu  
Williams, Jaime, Tennessee Tech, jaimaleigh12@hotmail.com  
Williams, Larry, Texas Tech University, larry.williams@ttu.edu  
Williamson, Gavin, gwilli50@vols.utk.edu  
Willis, Chris H., Old Dominion University, chwillis@odu.edu  
Wilson, Samuel, swils042@odu.edu  
Winton, Bradley, University of Southern Mississippi,  
bradley.winton@usm.edu  
Withers, Michael, mwithers@mays.tamu.edu  
Woehr, David, University of North Carolina at Charlotte,  
dwoehr@uncc.edu  
Wolfe, Marcus, University of Oklahoma, mtwolfe@ou.edu  
Woods, Juanita, University of North Georgia, jmwoods@ung.edu  
Wowak, Adam, awowak@nd.edu  
Wu, Bingqing, University of Wisconsin-Parkside, wub@uwp.edu  
Wu, I-Heng (Ray), University of South Alabama Mitchell College of  
Business, i-heng-wu@uiowa.edu

#### X

Xi, Meng, Nanjing University, ximeng16@nju.edu.cn  
Xu, Le, FIU, lxu010@fiu.edu  
Xu, Yang, U.S. Coast Guard Academy, yang.xu@uscga.edu

#### Y

Yadav, Nayantara, Auburn University, nzy0015@auburn.edu  
Yang, Biying, Binghamton University, State University of New York,  
ybiying1@binghamton.edu

Yang, Jinxin, The University of Texas At El Paso,  
jyang10@miners.utep.edu  
Yang, Jun, University of North Carolina at Greensboro,  
jyang.michelle@gmail.com  
Yao, Qiongrui, Auburn University, qzy0009@auburn.edu  
Yates, Victoria, Mississippi State University, vma15@msstate.edu  
Ybarra, John, Creighton University, jhnyy@charter.net  
Yetim, Mehmet Ali, Louisiana State University, myetim1@lsu.edu  
Yin, Jingfeng, jyin25@uic.edu  
Yoon, Hyunjung, University of Georgia, elle.yoon@uga.edu  
Yoon, Seoin, Texas A&M University, syoon@mays.tamu.edu

#### Z

Zaandam, Aten, azaandam@kent.edu  
Zabinski, Anna, Oklahoma State University,  
anna.zabinski@okstate.edu  
Zachary, Miles, Auburn University, maz0014@auburn.edu  
Zafar, Sana, Auburn University, szz0047@auburn.edu  
Zeng, Xiaodan, xiaodan.zeng@southeastern.edu  
Zhang, Shuaijun, University Of Texas Rio Grande Valley,  
shuaijun.zhang01@utrgv.edu  
Zhang, Yi, Oklahoma State University, yizhangm@okstate.edu  
Zhang, Yifan, yzhang113@student.gsu.edu  
Zhou, Feigu, The University of Memphis, fzhou2@memphis.edu  
Zhou, Le (Betty), University of Minnesota, zhoul@umn.edu  
Zhou, Yuyang, Florida International University, yzhou030@fiu.edu

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[gsilvera@uab.edu](mailto:gsilvera@uab.edu)

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[m.leon@unf.edu](mailto:m.leon@unf.edu)

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[carliss.miller@shsu.edu](mailto:carliss.miller@shsu.edu)

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#### Co-Chairs:

**Kathryn Ostermeier**, Bryant University  
[kostermeier@bryant.edu](mailto:kostermeier@bryant.edu)

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**Kaitlyn DeGhetto**, University of Dayton  
[kdeghetto1@udayton.edu](mailto:kdeghetto1@udayton.edu)

**Katia de Melo Galdino**, Georgia Southern University  
[kdemelogaldino@georgiasouthern.edu](mailto:kdemelogaldino@georgiasouthern.edu)

#### Track 8

Innovative Teaching  
Management Education

**Chair: Robert Bonner**, San Francisco State University  
[bonner@sfsu.edu](mailto:bonner@sfsu.edu)

#### Track 9

-Professional Development Institute (PDI) Sessions

-Symposia

-Local Engagement Sessions\*\*

**Chair: Timothy Munyon**, University of Tennessee  
[tmunyon@utk.edu](mailto:tmunyon@utk.edu)

## OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review, Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each track. There also will be overall Outstanding Paper and Outstanding Doctoral Student Paper Awards. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission. SMA reserves the option to withhold awards in any category in the event there are no submissions of sufficient quality.

## PAPER DEVELOPMENT WORKSHOP

Up to two papers per track of those accepted in Tracks 1 - 7 will be selected for optional participation in a Paper Development Workshop (PDW) to be held virtually and/or at the 2022 meeting. The purpose of this workshop is for authors to receive feedback from experienced researchers with a goal toward enhancing the publication potential of their conference papers. Invitations to participate in the PDW will be based on reviewer recommendations, author interest, and the availability of senior researchers with the requisite expertise. Although by invitation only, this workshop is open to scholars at all career stages. In the event we are unable to accommodate all who are eligible and who wish to participate, invitations will be prioritized for junior scholars (i.e., non-tenured assistant professors) and doctoral students. The Paper Development Workshop will be coordinated by Timothy Munyon, University of Tennessee.

## SUBMISSION GUIDELINES

- All submissions must be made online at <https://www.xcdsystem.com/sma/> no later than April 25, 2022 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 <https://bit.ly/3zdJkK1>
- Before entering SMA's blind review process, all submitted papers will be evaluated via electronic plagiarism software (self and others). Papers that do not pass this evaluation will be returned to the authors and will not be entered into the blind review process.
- Submitted papers must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers may be submitted to a journal (but not a conference) after the SMA submission deadline, but must not appear online or in print before the 2022 SMA meeting. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper is accepted, at least one author (for panel discussions, every author) must register and present the work at the conference. If at least one author of an accepted paper is not registered for the conference by September 29, 2022, the paper will be removed from the program.
- The maximum length of paper submissions is 30 pages. This limit includes the entire paper (body of the text, notes, appendices, abstract, references, tables, and figures). Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
- Paper format should follow the *Journal of Management's* Style Guide found at [https://journals.sagepub.com/pb-assets/cmscontent/JOM/JOM\\_Style\\_Guide\\_revised\\_2017.pdf](https://journals.sagepub.com/pb-assets/cmscontent/JOM/JOM_Style_Guide_revised_2017.pdf)  
Nonconforming submissions will be returned without review.
- The entire paper must be in a **single document**, typically created in Microsoft Word and then converted into an Adobe pdf file for final submission. Be sure to remove the paper title page before saving the document as a pdf file. Paper submissions will be blind reviewed; thus, no author names or other identifying information should appear anywhere in the manuscript (not even on the title page). Please right click on the final Adobe pdf file, go into "Properties," then "Additional metadata," and delete all author, title and paper metadata information (keyword information can be left in the document). Submitters also must remember to remove embedded or hidden comments, track changes, color changes, and highlighting unless appropriate and

necessary for the submission. Symposia, panel discussions, and PDI submissions can contain author information, as these are not blind-reviewed.

A sample of a correctly formatted paper can be found at <https://bit.ly/2kJsG4O>

- ***New "Rule of 3 + 2"***: No one is allowed to be included as an author, presenter, or session facilitator on more than three submissions to the first eight paper tracks. This rule applies to all session submitters at the submission deadline, to ensure that all SMA members have an equitable opportunity to actively participate in SMA conferences. In addition, SMA members are allowed to submit up to two Track 9 submissions. Track 9 submissions include all of the SMA PDI, symposium, and local engagement sessions. To summarize, SMA members are allowed to submit up to three papers and/or serve as a session author or presenter for up to three papers in the first eight paper tracks, with the initial "Rule of Three" being applied at the submission deadline. In addition, SMA members can submit up to two additional proposals where they are a panelist or presenter for Track 9 sessions, for a total of five sessions maximum.

**\*INNOVATIVE TEACHING (Sub-track of Track 8) – Within Track 8**, SMA sponsors a sub-track focused on innovative teaching. The goal of this sub-track is to showcase best practices in teaching and curricular design. Submissions to this track should describe an innovative teaching technique or curricular innovation and propose an engaging format for sharing the innovation in a 10-15 minute presentation. With the exception of the word limit, which is 2,000 words, proposals are to be prepared according to the paper submission guidelines above.

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

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

Please note that submissions to the Innovative Teaching sub-track of Track 8 have different submission requirements than those falling under the "Management Education" classification in Track 8. Please contact Robert Bonner, San Francisco State University ([bonner@sfsu.edu](mailto:bonner@sfsu.edu)) for more details or with any questions about Innovative Teaching submissions.

**\*\*PROFESSIONAL DEVELOPMENT INSTITUTE/SYMPOSIA/LOCAL ENGAGEMENT (Track 9)** – There is a Track specifically for the review of Professional Development Institute (PDI), local engagement, and symposia sessions. Prior to 2017, PDI sessions, symposia and local engagement sessions were in the non-competitive portion of the SMA program vetted and reviewed by the

conference committee. Under the present guidelines, Track 9 is a competitive track coordinated by Timothy Munyon, University of Tennessee ([tmunyon@utk.edu](mailto:tmunyon@utk.edu)).

- A *Professional Development Institute (PDI)* session is typically an expert session of relatively broad interest to the SMA membership. Examples of past sessions include research methodology workshops and panels, panels on transitioning into academic administration, and developmental offerings by the SMA Fellows.
- Symposia will only be accepted to Track 9 if they are consistent with “panel symposia”. 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. Unlike in years’ past, presenter symposia will NOT be accepted in Track 9. Individuals wishing to have their paper included in a presenter format, should submit their *individual paper* to the corresponding submission area track (Tracks 1 – 8).
- Finally, local engagement sessions should be structured in two parts: (1) a SMA program session where a member of the local organization offers a practice-oriented talk, panel, or workshop on the organization and its relevance to the educational community, and (2) a site visit where SMA members travel to the organization (typically on the Saturday of the conference). Local engagement sessions should be multidimensional in nature, designed to stimulate interest with participants from research, teaching, and/or practice perspectives.
- PDI/symposium/local engagements sessions are NOT blind reviewed and will be judged on overall quality, innovativeness, relevance and interest to SMA members, and potential contribution to the SMA membership and program.
- If a PDI/symposium/local engagement session is accepted, all participants must register and present their portion of the session at the conference.
- A PDI/Symposium/Local Engagement submission must include:
  - A title page with the title of the session, the complete formal name and contact information for all participants, and an abstract (100 word maximum) identifying the major subject of the session.
  - A 3-5 page overview of the PDI/Symposium/Local Engagement session. This page limit applies to the body of the text, notes, and appendices, but excludes any references, tables, or figures.
  - An explanation of why the PDI/Symposium/Local Engagement session would be of interest to the SMA membership.
  - A description of the symposium’s format (e.g., who will be presenting first, whether there will a Q&A, roundtables, etc.).
  - A statement from the organizer declaring: “I have received signed statements from all intended participants agreeing to participate in the entire symposium.”
- Nonconforming submissions will be returned without review. Please contact Timothy Munyon ([tmunyon@utk.edu](mailto:tmunyon@utk.edu)) with any questions about PDI/Symposium/Local Engagement submissions.

# HOTEL MAP

Meeting Space (note that Riverview and Vieux Carre are on top two floors)

