



SOUTHERN MANAGEMENT ASSOCIATION



**2022 Meeting of the Southern Management Association
Little Rock Marriott
Little Rock, AR
October 18-22, 2022**

#SMA2022LIT

Program also available on WHOVA and at <https://smgmt.org/sma2022/>

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The ocean is calling...



**See you at SMA 2023 in St. Pete Beach, Florida!!
Tradewinds Resort, October 24-28, 2023
#SMA2023SPB**

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Welcome to SMA 2022 and Little Rock!

Hello and welcome to Little Rock! We're delighted for you to join us in Arkansas' capital city for a memorable meeting. The Program Committee has been working hard since returning from the second line parade in New Orleans to bring you the fulfilling and enriching SMA conference experience that we love.

While Little Rock is a new destination for us, we are confident that you'll experience all the charm and hospitality that attracted us to this "little" city during the planning process. Make sure to venture outside of the main conference hotel, the Little Rock Marriott, to take in the adjacent sculpture garden, stroll along the banks of the Arkansas river, indulge in the intriguing foodscape, and/or to enjoy the local entertainment in the nearby River Market District.

During the conference, I encourage you to attend some of the many paper sessions in your discipline. Our paper presenters have some exceptional research in progress, and your feedback is extremely valuable to the development of their existing ideas, your future research initiatives, and/or potential research partnerships. As always, in collaboration with CARMA and the Research Methods Division of the Academy of Management, numerous methodological "rockstars" will be leading methods workshops throughout the conference, so take advantage of these opportunities to freshen up your methodological chops and/or add to your toolchests.

We've also got several fun after-hours events planned! Please save some energy for our famous (or perhaps infamous?) social events including line dancing (Tuesday evening), improv (Wednesday evening), and trivia (Thursday evening). If you're looking for some stress reduction, we'll have yoga on Thursday and Friday mornings and "Civil Axe Throwing" on Saturday morning. In addition, we encourage you to lean into the political surroundings and take part in the first ever SMA hot topic debate on Thursday afternoon. During this "Rumble in the Rock", participants from all disciplines will be encouraged to render arguments as to whether leadership research is useful, and winners will be crowned. Finally, our rockin' good time will culminate on Friday evening at the William J. Clinton Presidential Library. While there may be 15 Presidential Libraries in the country, this is the only one that will be rocking come October!! These events and more are detailed below and on the Whova mobile application.

We hope you know that we are both delighted and honored that you have chosen to join us in person at SMA 2022. This conference *and this association* would be nothing without its members – an exceptional group of talented and dedicated scholars, teachers, and friends. We're glad you're here, because simply put, YOU ROCK!

I look forward to seeing you all around the conference. If you're a new member and/or first-time attendee, don't be a stranger! We'll make sure you feel right at home. And if you're returning to SMA, welcome home! Safe travels, and I hope you have all have a magnificent time.

Kindly,



Rachel Frieder, Program Chair

PROGRAM HIGHLIGHTS AND OVERVIEW OF 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 during the (Little) Rockin' Papers Award Ceremony on Wednesday (October 19, 2022) at 5:30pm in the Conway Lecture Hall. Please see WHOVA for specific Tracks of interest. Finally, if at any time throughout the conference you have some downtime, please make your way to "Café SMA" in the Riverview room. In Riverview you will find the Registration table and the "Solutions Table", both of which will be manned by our knowledgeable volunteers who can help you find answers to any conference-related questions. In addition, the Riverview room will be set up as the place to visit with exhibitors and (re)connect with colleagues; the "Café SMA" snack breaks on Thursday and Friday will be centrally located in the Riverview room as well. Make sure you pop in throughout the duration of the conference.

Tuesday (October 18)

- 5:00pm – 7:00pm in Riverview – SMA Pre-Conference/Consortia & Board Registration
- 7:00pm – 8:00pm in Riverview – SMA Consortia & Board Welcome Reception
- 8:00pm – 9:00pm in Riverview – *Late Night SMA: Line Dancing 101*
 - Try a different type of "linear function" with Micki Kacmar at the helm!!

Wednesday (October 19)

- 8:00am – 8:30am in Riverview – Registration for Consortia Participants
- 8:00am – 8:30am in Ballroom Foyer – All Consortium Breakfast (by invitation)
- 8:30am – 12:00pm in Grand Ballroom Salon A – Early Stage Doctoral Consortium
- 8:30am – 12:00pm in Grand Ballroom Salon C – Late Stage Doctoral Consortium
- 8:30am – 12:00pm in Grand Ballroom Salon B – Pre-Doctoral Consortium
- 9:00 am – 3:00pm – Greens of North Hills (Off Premises) – Southern Scramble Golf Tournament
 - Additional cost of \$60; registration required
- 9:30 am – 12:00pm – Apptegy Headquarters (Off Premises) – Explore Apptegy – A Start-up Success Story
 - Additional cost of \$25; registration required
 - Transportation provided from the Little Rock Marriott
- 12:00pm – 1:15pm in Riverview – Lunch – Consortia Participants & Board
- 1:00pm – 5:00pm in Petit Jean – Administrators' Consortium
- 1:15pm – 5:00pm in Grand Ballroom Salon A – Early Stage Doctoral Consortium
- 1:15pm – 5:00pm in Grand Ballroom Salon C – Late Stage Doctoral Consortium
- 1:15pm – 5:00pm in Grand Ballroom Salon B – Pre-Doctoral Consortium
- 1:15pm – 5:00pm in Hoffman – Faculty Consortium
- 2:00pm – 5:00pm – Riverview – Registration Desk & Solutions Desk
- 5:00pm – 5:30pm in Harris Break – Best Paper Winners Photos & Plaque Distribution
 - For award winners and award sponsors only
- 5:30pm – 6:15pm in Conway Lecture Hall – *(Little) Rockin' Papers & Awards Ceremony*
 - Please join us as we recognize the best papers of the 2022 conference!
- 6:15pm – 7:15pm in Grand Ballroom Salon A – *SMA Welcome Reception*
- 7:30pm – 9:00pm in Conway Lecture Hall – *SMA Improv*
 - An uproarious good time!!

Thursday (October 20)

- 8:00am – 8:30am in Pinnacle Upper Level – Yoga
- 8:00am – 8:30am in Riverview – Continental Breakfast (open to all registered participants)
- 8:00am – 5:00pm in Riverview – Registration Desk, Solutions Table, Exhibitors, & Café SMA
- 8:30am – 4:45pm in Marion – Paper Development Workshop (by invitation only)
- 8:30am – 10:00am in White Oak – Fulbright is for Everyone, Including You! (Track 9)
- 8:30am – 10:00am in Chicot – Sticky Floors and Glass Ceilings: Gender Biases and Solutions in the Academy (Track 9)
- 8:30am – 10:00am in Harris Brake – Testing measurement and path models using lavaan (Track 9)
- 8:30am – 10:00am in Ouachita – Before Sunrise & After Sunset: Research on Entrepreneurial Entry & Exit (Track 1)
- 8:30am – 10:00am in Manning – HR Perspectives on Retention, Well-Being, and Diversity (Track 4)
- 8:30am – 10:00am in Hoffman – Personal and Leadership Effects on (Un)Ethical Behavior (Track 5)
- 8:30am – 10:00am in Grand Ballroom Salon A – New Perspectives on Leadership (Track 6)
- 8:30am – 10:00am in Grand Ballroom Salon B – The New Normal (Track 6)
- 8:30am – 10:00am in Grand Ballroom Salon C – It's Time to Reflect: Top Management, Diversity, Bias, and Cognition (Track 7)
- 10:00am – 10:15am in Riverview – Snack Break @ Café SMA
- 10:15 am – 11:45am in White Oak – OBS at SMA: Using Open Broadcaster Software to increase professionalism in online teaching and meetings (Track 9)
- 10:15 am – 11:45am in Arkansas Ballroom – Time to play: An Interactive Symposium Exploring the Use of Gaming in the Classroom (Track 9)
- 10:15 am – 11:45am in Harris Break – How to Evaluate Your Latent Variable Model (Track 9)
- 10:15 am – 11:45am in Ouachita – Society and Entrepreneurship: On Founder's Social Class Impact on Entrepreneurship (Track 1)
- 10:15 am – 11:45am in Chicot – Going Abroad: FDI, M&A, & Corruption (Track 3)
- 10:15 am – 11:45am in Manning – Human Resource Management (Track 4)
- 10:15 am – 11:45am in Hoffman – The Careers Melting Pot: Mentoring, Identity, Development, and Job Crafting (Track 5)
- 10:15 am – 11:45am in Grand Ballroom Salon B – The Importance of Individual Differences (Track 6)
- 10:15 am – 11:45am in Grand Ballroom Salon A – A New Age of Leadership: Exploring the Effects of Servant and Ethical Leadership (Track 6)
- 10:15 am – 11:45am in Grand Ballroom Salon C – I Don't Want to Take the Risk! Diversification and Risk-Taking (Track 7)
- 1:15pm – 2:45pm in White Oak – What are the Opportunities for Management Education Scholarship? (Track 9)
- 1:15pm – 2:45pm in Neosho – A Workshop On Scale Development And Validation Best Practices (Track 9)
- 1:15pm – 2:45pm in Harris Brake – Qualitative Comparative Analysis (Track 9)
- 1:15pm – 2:45pm in Ouachita – Let's Get that Money: Research on Venture Capital Financing (Track 1)
- 1:15pm – 2:45pm in Hoffman – Racial Diversity at Work and Activism Research (Track 5)
- 1:15pm – 2:45pm in Grand Ballroom Salon A – I Got a Feeling: Exploring Humor, Hope, Envy, & Nostalgia (Track 6)
- 1:15pm – 2:45pm in Grand Ballroom Salon B – You Can't Spell "Team" Without M and E (Track 6)
- 1:15pm – 2:45pm in Grand Ballroom Salon C – I'm The Boss! CEO Personality and Relationships (Track 7)
- 1:15pm – 2:45pm in Chicot – All Fun and Games: Promoting Student Learning with Skits, Role-Playing Games, and Boardgames (Track 8)
- 2:45pm – 3:15pm in Riverview – Snack Break @ Café SMA
- 3:15pm – 4:45pm in Neosho – Publishing in the Journal of Management Scientific Reports (Track 9)
- 3:15pm – 4:45pm in Grand Ballroom Salon B – Leveraging Faith in the Classroom: An Interactive

Symposium (Track 9)

- 3:15pm – 4:45pm in Grand Ballroom Salon A– The Natural State of Management Education: Bridging Practitioner and Teacher-Scholar Perspectives (Track 9)
- 3:15pm – 4:45pm in Conway Lecture Hall – Rumble in the Rock: Is leadership research actually useful? (Track 9)
- 3:15pm – 4:45pm in Ouachita – The New Gold Rush: On Antecedents and Outcomes of Innovations (Track 1)
- 3:15pm – 4:45pm in Hoffman – Diversity: Gender, Age, and So Much More (Track 5)
- 3:15pm – 4:45pm in Grand Ballroom Salon C – It's All About Relationships! Corporate Political Activity and Strategic Change (Track 7)
- 3:15pm – 4:45pm in Chicot – Communities as a Context: Consulting with Local Communities, Learning from International Communities, and Developing an Inclusive Classroom Community (Track 8)
- 5:30pm – 6:30pm in Grand Ballroom Salon A – Town Hall Meeting
 - Come hear the latest news from SMA, JOM, and JOMSR!
- 6:30pm – 7:30pm in Grand Ballroom Salon B – Hunt/SOSA Presidential Reception
- 7:45pm – 10:00pm in Grand Ballroom Salon B – SMA Late Night Networking: An Academic Trivia Challenge
 - A favorite event year after year—you don't want to miss it!

Friday (October 21)

- 8:00am – 8:30am in Pinnacle Upper Level – Yoga
- 8:00am – 8:30am in Riverview – Continental Breakfast (open to all registered participants)
- 8:00am – 5:00pm in Riverview – Registration Desk, Solutions Table, Exhibitors, & Café SMA
- 8:30am – 4:45pm in Marion – Paper Development Workshop (by invitation only)
- 8:30am – 10:00am in White Oak – Would you like to publish in the Academy of Management Perspectives (AMP)? (Track 9)
- 8:30am – 10:00am in Neosho – Demystifying Test Reliability (Track 9)
- 8:30am – 10:00am in Harris Brake – So, You Want to Conduct an Experience-Sampling Study. Now What? (Track 9)
- 8:30am – 10:00am in Ouachita – Founder Characteristics and Entrepreneurial Outcomes (Track 1)
- 8:30am – 10:00am in Hoffman – What is Being Said?: Finances, Lending, and Linguistics (Track 5)
- 8:30am – 10:00am in Grand Ballroom Salon B – Abusive Supervision, Deviance, and Insubordination...Oh My! (Track 6)
- 8:30am – 10:00am in Grand Ballroom Salon A – New Perspectives in Organizational Behavior (Track 6)
- 8:30am – 10:00am in Grand Ballroom Salon C – That's New! Innovation and Social Media (Track 7)
- 8:30am – 10:00am in Chicot – Developing Students' Socialization and Networking Skills IRL (In Real Life) (Track 8)
- 10:00am – 10:15am in Riverview – Snack Break @ Café SMA
- 10:15am – 11:45am in White Oak – Why Failure is Important to Success (Track 9)
- 10:15am – 11:45am in Neosho – Studying Business and Government Organizations, Relationships, and Transactions: Exploring the Military Industrial Complex - Research Opportunities and Implications (Track 9)
- 10:15am – 11:45am in Harris Brake – Multilevel Concepts and Principles (Track 9)
- 10:15am – 11:45am in Hoffman – Antecedents and Consequences to Various Types of CSR
- 10:15am – 11:45am in Ouachita – Entrepreneurship Around the Globe (Track 1)
- 10:15am – 11:45am in Manning – Strategic HR and Employee Outcomes (Track 4)
- 10:15am – 11:45am in Grand Ballroom Salon B – The Power of a Great Leader (Track 6)
- 10:15am – 11:45am in Grand Ballroom Salon A – Why am I Working Here Again? Exploring Tough and Toxic Work Environments (Track 6)
- 10:15am – 11:45am in Grand Ballroom Salon C – To Acquire or Not to Acquire? Acquisitions and Divestitures (Track 7)

- 10:15am – 11:45am in Chicot – Implementing Experiential Learning in the Classroom and Assessing Learning from Experience Outside the Classroom (Track 8)
- 1:15pm – 2:45pm in White Oak – Teaching Students How to Team: Perspectives from Team Science (Track 9)
- 1:15pm – 2:45pm in Harris Brake – Survey Design (Track 9)
- 1:15pm – 2:45pm in Neosho – Crisis Leadership or a Crisis of Leadership: The Management of Crises in Health and Public Administration (Track 2)
- 1:15pm – 2:45pm in Grand Ballroom Salon A – Influences on Work Behavior (Track 6)
- 1:15pm – 2:45pm in Ouachita – It Takes a Village to Start (Raise) a Business (Child): Human Capital and Entrepreneurship (Track 1)
- 1:15pm – 2:45pm in Manning – Research Methods and Scale Development (Track 4)
- 1:15pm – 2:45pm in Hoffman – Morals and Ethics: Interesting and Important Topics (Track 5)
- 1:15pm – 2:45pm in Grand Ballroom Salon B – To Be Human is to Err: Regret, Forgiveness, & Mistakes (Track 6)
- 1:15pm – 2:45pm in Grand Ballroom Salon C – What Does it Take to Collaborate? Friend or Foe (Track 7)
- 1:15pm – 2:45pm in Chicot – Making Sense of COVID-19's Impact on Students and Teachers in the Classroom and Beyond (Track 8)
- **2:45pm – 3:15pm in Riverview – Snack Break @ Café SMA**
- 3:15pm – 4:45pm in White Oak – I Like, I Wish, I Wonder: The Utilization of Design Thinking for Student Engagement (Track 9)
- 3:15pm – 4:45pm in Grand Ballroom Salon B – Crowdfunding Research Workshop and Panel Symposium (Track 9)
- 3:15pm – 4:45pm in Harris Brake – Omitted Variable Bias (Track 9)
- 3:15pm – 4:45pm in Ouachita – Legitimacy, Social Movements, and Digital Platforms (Track 1)
- 3:15pm – 4:45pm in Chicot– Institutional Logics, Org. Design, Narratives & Sensemaking (Track 3)
- 3:15pm – 4:45pm in Hoffman – Workers Are Too Often Forgotten (Track 5)
- 3:15pm – 4:45pm in Grand Ballroom Salon C – Who Gets a Seat on the Board? Directors and Top Managers (Track 7)
- 4:45pm – 6:00pm in Pinnacle Upper Level – Wine Tasting - RSVP Required
 - Space limited; RSVP required!
- **6:30pm – 9:30pm at the William J. Clinton Presidential Library and Museum (Off Premises) – SMA "Rocktober" Closing Reception**
 - Transportation to and from the Little Rock Marriott will begin departing from the lobby at 6:20pm. Look for buses with "Rocktober" signs in the window.
 - Get ready to ROCK!!! You won't want to miss it!

Saturday (October 22)

- 9:00am – 10:30am in White Oak – Building and Maintaining an Effective Authorship Team (Track 9)
- 9:00am – 10:30am in Harris Brake – Introduction to Meta-analysis (Track 9)
- 10:15am – 12:15pm at Civil Axe (Off Premises) – Civil Axe Throwing
 - We will depart from the hotel and walk across the street to Civil Axe together
 - Additional cost of \$35; 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

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

Lisa Schurer Lambert, Oklahoma State University

President Elect

T. Russell Crook, University of Tennessee

Vice President and Program Chair

Rachel Frieder, University of North Florida

Vice President Elect and Program Chair Elect

Timothy Munyon, University of Tennessee

Treasurer

LaKami Baker Auburn University

Controller

Ericka Lawrence, East Carolina University

Secretary and Membership Chair

Vickie Gallagher, Cleveland State University

Past President

Janaki Gooty, University of North Carolina at Charlotte

BOARD MEMBERS

2019-2022 Term

Carla D. Jones, Sam Houston State University

Joy Karriker, 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

2021-2024 Term

Robyn Brouer, University of South Alabama

Darryl Rice, Miami University

Lex Smith Washington, Oklahoma State University

APPOINTED POSITIONS

Executive Director

David A. Nershi, CAE

Communications Coordinators

Tim Madden, East Carolina University

Conference Coordinator

Nancy McIntyre, West Virginia University

Sponsorship Chair

R. Gabrielle "Gabby" Swab, Georgia Southern University

Chief Information Officer

Paul Johnson, University of Mississippi

Webmaster

Paul Johnson, University of Mississippi

SMA 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, Western Kentucky University
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

INACTIVE FELLOWS

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

EMERITUS MEMBERS

Achilles Armenakis
Tim Barnett
Arthur G. Bedeian
John D. Blair
Archie B. Carroll
W. Jack Duncan
William Fox
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
Daniel A. Wren
Myron D. Fottler
Theodore T. Herbert
David D. Van Fleet

IN MEMORIAM

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

AWARDS

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

2022	Christopher Shook	Western Kentucky University
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*

K. MICHELE (MICKI) KACMAR VOLUNTEER OF THE YEAR AWARD*

2022	<i>To Be Announced at SMA 2022 Meeting</i>	
2021	Benjamin D. McLarty	Mississippi State University
2020	(not awarded)	
2019	Joy Karriker	East Carolina University
2018**	Ericka Lawrence	East Carolina University
2017	Tim Madden and Laura Madden	East Carolina University
2016	Paul Johnson	University of Mississippi

* *Affiliations are at time of award*

** *In 2018, the SMA Board unanimously approved renaming of the "Volunteer of the Year" award to the "K. Michele (Micki) Kacmar Volunteer of the Year"*

PAST PRESIDENTS*

Janaki Gooty	University of North Carolina at Charlotte	(2021-2022)
Hettie Richardson	Texas Christian University	(2020-2021)
Kevin Lowe	University of Sydney	(2019-2020)
Garry Adams	Auburn University	(2018-2019)
ele (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)

PAST PRESIDENTS (CONTINUED)

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)
* <i>Affiliations are at time of office.</i>		
** <i>Returned to service due to an officer resignation.</i>		
*** <i>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.</i>		
**** <i>SEA President who was influential in establishing an SEA Management Section.</i>		

JOURNAL PUBLICATIONS

JOURNAL OF MANAGEMENT

SMA, in partnership with SAGE Publications, produces the internationally recognized Journal of Management. It is issued eight times per year and distributed to all SMA members. The Journal of Management highlights outstanding theoretical and empirical research contributions to the field of management.

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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

MANAGING EDITOR

Stro Prothro

JOURNAL OF MANAGEMENT SCIENTIFIC REPORTS

Also in partnership with SAGE Publications, SMA has introduced the Journal of Management Scientific Reports (JOMSR). JOMSR welcomes empirical research that aims to test and refine existing theory. JOMSR is a general journal, whose scope encompasses a wide range of macro- and micro-management topics be they quantitative or qualitative.

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Michael Lerman, *Iowa State University*

TRACK 6: ORGANIZATIONAL BEHAVIOR
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Chair: Geoffrey Silvera, *University of Alabama at Birmingham*

TRACK 7: STRATEGIC MANAGEMENT
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Chair: Frank Butler, *University of Tennessee at Chattanooga*

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION
Chair: Robert Bonner, *San Francisco State University*

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS
Chair: Matthew Leon, *University of North Florida*

TRACK 9: PDI/SYMPOSIA
Chair: Timothy Munyon, *University of Tennessee*

TRACK 5: CAREERS/SOCIAL ISSUES/DIVERSITY ISSUES/ETHICS
Chair: Matt Quade, *Baylor University*

2022 SMA AWARDS

BEST OVERALL PAPER COMMITTEE MEMBERS

Aaron Hill, Dave Ketchen, Kevin Lowe, and Terri Scandura

BEST OVERALL DOCTORAL PAPER COMMITTEE MEMBERS

Stacey Kessler, Tim Michaelis, and James Vardaman

BEST PAPER IN TRACK COMMITTEE MEMBERS

Robert Bonner, Randall Croom, Stav Fainshmidt, William (Bill) Gillis, Jeff Gish, Kaylee Hackney, Hanadi Hamadi, Courtney Haun, Vivien Jancenelle, Micki Kacmar, Mark Mallon, John A. Martin, Blake Mathias, Jeremy Meuser, Ekin Pellegrini, Robert Pidduck, Horacio Rousseau, Oscar Jerome Stewart, Jim Summers, James Vardaman, Tony Wheeler, Marilyn Whitman, and David Woehr

BEST DOCTORAL PAPER IN TRACK COMMITTEE MEMBERS

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

Margaret Williams (Chair), Angela Miles, Tyge Payne, and Hettie Richardson

BEST REVIEWERS

Blake Mathias, Sinyoung Park, Jay O'Toole, Justin DeSimone, Gayle Baugh, Gavin Williamson, Owen Parker, John Harris

PAPER DEVELOPMENT WORKSHOP MENTORS

Tyge Payne, Bruce Lamont, K. Micki Kacmar, and James (Jim) Combs

OVERALL BEST PAPERS

BEST OVERALL CONFERENCE PAPER

Sponsored by: Louisiana State University – Stephenson Department of Entrepreneurship & Information Systems

Longing for the Past: The Dual Effects of Daily Nostalgia on Employee Performance

Jessica Methot, Rutgers University, Kevin Rockmann, George Mason University, Emily Rosado-Soloman, California State University Long Beach

BEST OVERALL DOCTORAL STUDENT PAPER

Sponsored by: Louisiana State University – Stephenson Department of Entrepreneurship & Information Systems

The Power to Push Through? A Resilience Perspective on Disability Relationships and Leader Performance

Terrance Boyd, Louisiana State University, Michael Johnson, Louisiana State University

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

Sponsored by: Texas Tech University - Rawls College of Business

Christopher Shook, Western Kentucky University

BEST PAPERS BY TRACK

TRACK 1: ENTREPRENEURSHIP AND FAMILY BUSINESS/TECHNOLOGY AND INNOVATION

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

Founders' Social Class Background and Venture Performance: A Moderated Mediation Model

Kristie Moergen, University of Arkansas, Marilla Kingsley, University of Arkansas, Michael Cummings, University of Arkansas

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

Do Crises Reinforce or Diminish Gender Stereotypes in Leadership? COVID-19 and Individuals' Conceptualizations of Nurse Leaders

Graham Hughes Lowman, Kennesaw State University, Mark Hiatt, Kennesaw State University, Lee Macenczak, Kennesaw State University

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

Sponsored by: Cleveland State University – Monte Ahuja Chair of Global Business

Where would you invest? Revisiting the effect of FDI on corruption

Mahdi Forghani Bajestani, Alabama State University, Kim Smith, Alabama State University, Shaomin Li, Old Dominion University

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

Sponsored by: University of North Texas – The People Center in the G. Brint Ryan College of Business

High performance work systems and employee mental health: An examination of dual pathways

Kyoung Yong Kim, Villanova University, Jake Messersmith, University of Nebraska-Lincoln, Jenna Pieper, University of Nebraska-Lincoln, Kibok Baik, Kookmin University, Sherry (Qiang) Fu, Oklahoma State University

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

Proactive skill development and work performance: The effects of career stress and decidedness

Huong Le, Central Queensland University, Joochan Lee, Troy University, Neena Gopalan, University of Redlands, Beatrice van der Heijden, Radboud University, Zhou Jiang, RMIT University

TRACK 6: ORGANIZATIONAL BEHAVIOR

Sponsored by: University of South Alabama – Mitchell College of Business

Longing for the Past: The Dual Effects of Daily Nostalgia on Employee Performance

Jessica Methot, Rutgers University, Kevin Rockmann, George Mason University, Emily Rosado-Soloman, California State University Long Beach

TRACK 7: STRATEGIC MANAGEMENT

Sponsored by: Louisiana Tech University

Feedback Persistence and Risk-Taking: A Behavioral Perspective

Lakshmi Goyal, Indian Institute of Management Calcutta, Vikas Goyal, Indian Institute of Management Calcutta

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Sponsored by: Georgia Southern University – Parker College of Business

Connecting Students with Community: School Bus Driver Consulting Project

Sarah Lueke, University of Arkansas

BEST DOCTORAL STUDENT PAPERS BY TRACK

TRACK 1: ENTREPRENEURSHIP AND FAMILY BUSINESS/TECHNOLOGY AND INNOVATION

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

Founders' Social Class Background and Venture Performance: A Moderated Mediation Model

Kristie Moergen, University of Arkansas, Marilla Kingsley, University of Arkansas, Michael Cummings, University of Arkansas

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

High Medicaid Nursing Homes: Factors Associated with the Availability of Specialized Resources Required to Care for Obese Residents

Gregory Orewa, University of Alabama at Birmingham, Ganisher Davlyatov, University of Oklahoma, Rohit Pradhan, West Liberty University, Justin Lord, Louisiana State University at Shreveport, Robert Weech-Maldonado, University of Alabama at Birmingham

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

Sponsored by: Cleveland State University – Monte Ahuja Chair of Global Business

Not Awarded

TRACK 4: HUMAN RESOURCES /RESEARCH METHODS

Sponsored by: University of North Texas – The People Center in the G. Brint Ryan College of Business

The Influence of High Performance Work System in Emerging Firms: Contingencies of Top Managers' Skill Sets

Mengwei Li, University of Kansas, Clint Chadwick, University of Kansas

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

Sponsored by: EthicsGame

The Power to Push Through? A Resilience Perspective on Disability Relationships and Leader Performance

Terrance Boyd, Louisiana State University, Michael Johnson, Louisiana State University

TRACK 6: ORGANIZATIONAL BEHAVIOR

Sponsored by: University of South Alabama – Mitchell College of Business

More is Not Always Best: Rebuilding the Foundation of Workplace Status

Truit Gray, Bowling Green State University, Lisa Schurer Lambert, Oklahoma State University, Matthew Daniel, Oklahoma State University, Anna Zabinski, Oklahoma State University, Daniel Deslatte, Oklahoma State University

TRACK 7: STRATEGIC MANAGEMENT

Sponsored by: Louisiana Tech University

You Have My Divided Attention: Busy Boards and the Appointment of Chief Sustainability Officers

Kira Haensel, Florida International University, Stav Fainshmidt, Western University

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Leadership readiness in student teams: The development of an experiential learning activity series

Stephanie Torrico, Florida Gulf Coast University, Ashley Mandeville, Florida Gulf Coast University, Jennifer Manegold, Florida Gulf Coast University

SMA 2022 REVIEWERS FOR OVERALL PROGRAM

Abu Rehan Abbasi, Shahzeb Ali Khan Abdali, Ahlam Abdel Rahman, Katherine Adler, Faiz Ahamad, Marwan Al-Shammari, Tahia Alam, Betsy Albritton, Katie Alexander, Alanna Alhirsh, Thomas Allison, Jawaher Alotaibi, Muhammad Amin, Torben Andersen, David Arena, Mamoona Arshad, Jorge Arteaga, Muhammad Zia Aslam, Pallavi Awasthi, Abdulah Bajaba, Quentin T Baldwin, Kunal Banerji, Tim Barnett, Meagan Baskin, Gayle Baugh, Debra Beazley, Alana Bell, Andrew Bennett, John Berns, Manjot Bhussar, Julena Bonner, Cameron Borgholthaus, Terrance Boyd, Victor Boyi, Lee Brown, Seth Butler, Obie Byrum, Yuejun Cai, Sarah Carraher, Jack Carson, Subhajt Chakraborty, Silvana Chambers, Yingyi Chang, Tanushree Chatterjee, Ron Cheek, Jiatian (JT) Chen, Peiyao Chen, Robert Chico, Cody Chullen, Astin Cole, Thomas Conklin, Kevin Cox, Susie Cox, Oliver Crocco, Randall Croom, Meiyang Cui, Cyndy Cycyota, Fernando D'Andrea, Tony Daniel, Bryan Darden, Maggie Davis, Marat Davletshin, Ganisher Davlyatov, Steven Day, Katia De Melo Galdino, John DeLeon, Daniel Desa, Geoff Desa, Justin DeSimone, Thien Dong, Patrick Downes, Paul Drnevich, Ian Dunham, Koushikee Dutta, Bernadine Dykes, Alexander Ehms, B. Parker Ellen, Kimberly Ellis, Veronika Ermilina, Nathan Eva, Maira Ezerins, George Faint, Anicet Fangwa, Joe Felan, Claudia Ferrante, Tyler Fezzey, Beth Fiedler, James Field, Karen Ford-Eickhoff, Mahdi Forghani Bajestani, Alli Forrester, Dominique Foster, Ashley Fournet, Spencer Fraseur, Kaushik Gala, Shammi Gandhi, Nishant Garg, Della Garner, Arpita Ghatak, Dimitris Giamos, William Gillis, Tracy Ginn, J Jeffrey Gish, Michael Goldsby, Ke Gong, Jean Gordon, Lakshmi Goyal, Truit Gray, Joseph Green, Kim Green, Wenjuan Guo, Kira Haensel, Hanadi Hamadi, Ahreum Han, Grad Hardy, John Harris, Nathan Hartman, Michelle Harvey, Md Kamrul Hasan, Courtney Haun, Mary Hausfeld, Jeffrey Haynie, Scott Henry, Kevin Heupel, Bao Hoang, Kalan Horton, Wanrong Hou, Yun Hou, Jeffery Houghton, Betty Hubschman, Jarrod Humphrey, Haley Hutto, Felicetta Iovino, Habib Islam, Mohammad Jahanbakht, Barclay James, Ye Jiang, Fuhe Jin, Catrina Johnson, Nick Johnson, Minjong Jun, Micki Kacmar, Devendra Kale, Jaeyoung Kang, Fizza Kanwal, Chaitali Kapadia, Joy Karriker, Rajdeep Kaur, Justin Keeler, Jasmine Kelley, Andrew Keyes, Shikha Khurana, Kihyon Kim, Kyoung Yong Kim, Taewoo Kim, Paula Kincaid, David King, Pakanat Kiratikosolak, Christine Kirkland, Marek Kolinski, Liana Kreamer, Jamil Kreugel, Stephanie Kunst, Karen Landay, Luke Langlinais, Diane Lawong, Joohan Lee, Wyatt Lee, G. James Lemoine, Mengwei Li, Mengying Li, Sen Li, Yingge Li, Duane Little, Huanxin Liu, Xinyu Liu, Elaine Long, Steve Lovett, Johnny Lowery, Graham Lowman, Sarah Lueke, William Luse, Dave Luvison, Laci Lyons, Jeremy Mackey, Melih Madanoglu, Timothy Madden, Malak Malibari, Ashley Mandeville, Kelly Manix, Alex Marbut, Stefan Maric, Erik Markin, Dan Marlin, Chad Marshall, Jason Marshall, Huda Masood, Blake Mathias, Stephanie Maynard-Patrick, Charn McAllister, Bradley McCain, Ali Mchiri, Tim Mcilveene, Arlise McKinney, Mauricio Mercado, Ian Mercer, Marlee Mercer, Ipek Mete, Jessica Methot, James Meurs, Steve Michael, Angela Miles, Mackenzie Miller, Deborah Mixson-Brookshire, Kristie Moergen, Gonzalo Molina Sieiro, April E. Mondy, Michelle Montague-Mfuni, Juan Morales, Francisco Moreno Gonzalez, David Moura, Kaushik Mukherjee, Deeksha Munjal, Ryan Musselman, Joyce Nabisaalu, Ankur Nandedkar, Saima Naseer, Christopher Neck, Andrea Neely, Terry Nelson, Chi Nguyen, Wei Ning, Joseph Nixon, Brian O'Leary, Rachel O'Sullivan, Jay O'Toole, Swati Oberoi, Reid Oetjen, Chunghyun Oh, Amber Olson, Gregory Orewa, Juliet Oriafio, Debby Osias, O. Volkan Ozbek, Sibel Ozgen, Joshua Palmer, Alankrita Pandey, Sinyoung Park, Owen Parker, Tyechia Paul, Sabzar Peerzadah, Justin Pepe, Sara Perry, Oleg Petrenko, Michael Phillipich, Duygu Phillips, William Phillips, Robert Pidduck, Shani Pindek, Ajay Ponnappalli, Jonathan Preedom, Christopher Pryor, Harald Puhr, Niken Putri, Verónica Rabelo, Paul Raddatz, Elizabeth Ragland, Rama Krishna Reddy, Franziska Renz, Deborah Rhodes, Darryl Rice, Fredrick Rice, Eric Richardson, Marketa Rickley, Sangbum Ro, Jayci Robison, Ashley Roccapriore, Wiston Rodriguez, John Rogers, Anita Rose, Zachary Russell, Margaret Ryder, Codou Samba, Bryan Schaffer, Gordon Schmidt, D. Blaine Schreiner, Alex Scrimshire, Eugene See, Glen Sellers, Clau Sganzerla, Akriti Sharma, Varun Sharma, Chelsea Sherlock, Kilho Shin, Or Shkoler, Sadek Showkat, Radhika Shrivastava, Marcia Simmering, Barjinder Singh, Diwakar Singh, Kulraj Singh, Priyanka Singh, Vitaliy Skorodziyevskiy, April Sledge, Mickey Smith, Rachel Smith, Jeromy Snider, Pol Solanelles, Guadalupe Solano, Stephanie Solansky, Shelby Solomon, Curtis Sproul, Madelynn Stackhouse, Clarissa Steele, Logan Steele, Oscar Jerome Stewart, Christopher Stone, Irina Stoyneva, Emma Su, Hyunji Suh, David Sullivan, Ui Young Sun, Matthew Sutter, R. Gabrielle Swab, Surendra Talluri, Md Farid Talukder, Mavis Tang, Preston Teeter, Ryan Teschner, Priya Tewary, Run Tian, Kristina Tirol-Carmody, Neil Tocher, Etka Topaloglu, Allison Toth, Kyle Turner, Chinue Uecker, Siddharth Upadhyay, Harry Van Buren, Chantal van Esch, Susana Velez-Castrillon, Rajaram Veliyath, Radha Vyas, Xiaoying Wang, Yilu Wang, Yue Wang, Daniel Watts, Brian Webster, Kimberly Weston Moore, Sonia White, Jacob Whitney, Ethlyn Williams, Gavin Williamson, Bradley Winton, David Woehr, Juanita Woods, I-Heng (Ray) Wu, Sibin Wu, William Yaeger, Biying Yang, Jinxin Yang, John Ybarra, Mehmet Yetim, Elise Yu, Anna Zabinski, Mortaza Zare, Thomas Zeni, Jinghao Zhang, Pingying Zhang, Shuaijun Zhang, Xiaowei Zhang, Yangyang Zhang, Yi Zhang, Yifan Zhang, Feigu Zhou, Yuyang Zhou

CONFERENCE SESSIONS

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, OCTOBER 18

Registration for Board & Consortia

05:00 PM - 07:00 PM
Riverview

SMA Consortia & Board Welcome Reception

07:00 PM - 08:00 PM
Riverview

Sponsored by University of Memphis Department of Management

Late Night SMA: Line Dancing 101

08:00 PM - 09:00 PM
Riverview

WEDNESDAY, OCTOBER 19

Registration for Consortia Participants

08:00 AM - 08:30 AM
Riverview

Consortium Breakfast Buffett

08:00 AM - 08:30 AM
Ballroom Foyer

Early-Stage Doctoral Consortium

08:30 AM - 12:00 PM
Grand Ballroom - Salon A

Late-Stage Doctoral Consortium

08:30 AM - 12:00 PM
Grand Ballroom - Salon C

Pre-Doctoral Consortium

08:30 AM - 12:00 PM

Grand Ballroom - Salon B

Track 9: PDI or Symposium**Annual SMA Golf Scramble**

09:30 AM - 03:00 PM

The Greens of North Hills

Come join your colleagues for our Annual SMA Golf Scramble at The Greens of North Hills (7400 Highway 107, Sherwood, AR). Cost: \$60. RSVP by October 10 to Jon Carr (jccarr@ncsu.edu). Group size up to 25.

Track 9: PDI or Symposium**Explore Apptegy - A Start-Up Success Story**

09:30 AM - 12:00 PM

Apptegy Headquarters (Off-Site)

From their founding in 2013, Apptegy has grown rapidly to become one of the leaders in school marketing and communications, serving over 2,400 schools across the United States. Meet members of their top management team, learn about their founding and capital raises, innovative branding and marketing competencies, and see how this organization is transforming the way schools communicate with students, student families, and other community stakeholders. This Wednesday morning tour includes transportation to and from the conference hotel, and is designed so that participants can also attend the Faculty Consortium Wednesday after lunch or engage in other conference activities. Cost: \$25/person. Limit: 20 participants

Lunch for Consortia Participants

12:00 PM - 01:15 PM

Riverview

Registration & Solutions Table

01:00 PM - 05:00 PM

Riverview

Administrators' Consortium

01:00 PM - 05:00 PM

Petit Jean

Faculty Consortium

01:15 PM - 05:00 PM

Hoffman

Early-Stage Doctoral Consortium

01:15 PM - 05:00 PM

Grand Ballroom - Salon A

Sponsored by CARMA (Consortium for the Advancement of Research Methods and Analysis)

Late-Stage Doctoral Consortium

01:15 PM - 05:00 PM
Grand Ballroom - Salon C

Sponsored by Towson University College of Business and Economics

Pre-Doctoral Consortium

01:15 PM - 05:00 PM
Grand Ballroom - Salon B

Sponsored by Iowa State University's Ivy College of Business – Department of Management and Entrepreneurship

Best Paper Winners Photos & Plaque Distribution (By Invitation Only)

05:00 PM - 05:30 PM
Harris Brake

(Little) Rockin' Papers & Awards Ceremony

05:30 PM - 06:15 PM
Conway Lecture Hall

Opening Reception

06:15 PM - 07:15 PM
Salon A

Sponsored by McCoy College of Business at Texas State University

Improv

07:30 PM - 09:00 PM
Conway Lecture Hall

Sponsored by the University of Tennessee Department of Management & Entrepreneurship

In 2020 some observers said our antics may have swayed the course of the presidential election. In 2021 we don't really remember what happened, but we think it was fun. Now the SMA comedy improv event is back for a third year, in a simpler, sleeker, and (possibly) soberer format. Please join us Wednesday night, after the opening reception, to cheer on your favorite team through three academically themed improvisation games. The audience will be involved in creating scenarios for our players, and each event's winner will be based on audience applause. Join us for the laughs, followed by a short networking event with snacks, drinks, and light gloating/recrimination.

THURSDAY, OCTOBER 20

Yoga

08:00 AM - 08:30 AM
Pinnacle - Upper

Breakfast

08:00 AM - 08:30 AM
Riverview

Café SMA*, Registration & Solutions Table

08:30 AM - 05:00 PM
Riverview

**Sponsored by the Coggin College of Business at the University of North Florida*

Exhibitors

08:30 AM - 05:00 PM
Riverview

Paper Development Workshop - By Invitation Only

08:30 AM - 04:45 PM
Marion

Track 1: Entrepreneurship and Family Business/Technology & Innovation

Before Sunrise & After Sunset: Research on Entrepreneurial Entry & Exit

08:30 AM - 10:00 AM
Ouachita

Session Facilitator: Ashley Roccapiore (University of Tennessee at Knoxville)

Title: Learning to let go: A field experiment on benchmarking and entrepreneur exit

Authors: **Yun Hou**¹, Ivan Png¹

¹*National University of Singapore, Singapore, Singapore, Singapore*

Entrepreneurs are reluctant to exit. How does information about peers, specifically, benchmarking, affect exit? To investigate this question, we carried out a randomized controlled trial of benchmarking among 194 food-stall owners in Singapore. Both control and treatment owners were informed of their own performance. Additionally, treatment owners were informed of their relative performance and best practices. The benchmarking treatment induced owners to exit, especially worse-performing owners and business founders. We interpreted the mechanism as being either resolving uncertainty over own ability or correcting escalation of commitment.

Title: Entrepreneurial Exit, Regret, and Associated Mental Health Outcomes

Authors: **Wyatt Lee**, Auburn University, Auburn, Alabama

One of the several major events in the life cycle of an entrepreneurial venture is the entrepreneur's exit from the firm. However, despite copious research examining exit and exit strategies, minimal understanding exists about the negative emotional ramifications associated with entrepreneurial exit.

Employing an existing typology of entrepreneurial exit strategies, this study examines stewardship, voluntary cessation, financial harvesting, and the extent to which these exit strategies induce feelings of regret from the entrepreneur. Furthermore, using the theory of regret regulation and social identity theory, this study examines the extent to which one's entrepreneurial identity impacts their feeling of regret, as well as whether entrepreneurial regret can have long-term consequences on one's mental health. This study concludes by discussing theoretical and practical considerations along with recommendations for future research.

Title: Antecedents Of Informal Entrepreneurship: A Theory of Planned Behavior Approach

Authors: **Mauricio Mercado**, Iowa State University, Ames, Iowa

The informal economy can be understood as business activity that results from operating in illegal forms but within the confines of informal norms and expectations. Given its increasing prominence in practice, extant research has focused on identifying the macro-level drivers of this phenomenon. However, a large gap exists in understanding the micro-level determinants of entrepreneurial informality. To fill this gap, we leverage the theory of planned behavior (TPB) in this theory building paper and offer a more nuanced perspective regarding how and why entrepreneurs decide to enter informality. Perceived attractiveness towards informality, social support of informality, and an individual's entrepreneurial self-efficacy are all drivers of intention to enter informality. In turn, the intention to enter informality fully mediates the relationship between attitudes towards the behavior, and actually entering informality. This work offers several contributions. Firstly, we complement the current macro-level focus perspective of informality antecedents for entrepreneurs. Second, we contribute to informal entrepreneurship literature by offering a theoretical explanation for the phenomenon in a research stream categorized by atheoretical explanations. Lastly, we contribute to TPB literature by extending its application to the informal economy. Overall, we offer guidance on the individual level attitudes and processes that help predict and understand informal entrepreneurship.

Track 4: Human Resources / Research Methods

HR Perspectives on Retention, Well-Being, and Diversity

08:30 AM - 10:00 AM

Manning

Session Facilitator: Lisa Brady (The University of Alabama)

Title: Should I stay or Should I go: How Pay Secrecy Influences Turnover Intentions

Authors: Susie Cox¹, **Shelly Rodrigue**²

¹University of Louisiana Monroe, Monroe, LA, ²University of Arkansas, Fort Smith, Madisonville, LA

As employee retention becomes a key focus for organizations, there is a need for a better understanding of the role of human resources practices that impact employee retention. One human resource practice that is gaining notice is the organization's pay communication practices. Pay communication can be viewed on a continuum of complete pay openness to full pay secrecy. This study examines the relationship of pay secrecy, trust, and turnover intentions. We further investigate the impact that pay secrecy and trust can have on key employee attitudinal variables that are directly related to turnover intentions. Specifically, we find that the perceptions of organizational cynicism, organization dis-identification, and job embeddedness mediate the relationship of pay secrecy, trust, and turnover intentions.

Title: Workplace Loneliness and Turnover Intentions: Supervisor Support Matters

Authors: Karen Landay¹, Michele Craven², Mariya Gavrilova Aguilar³, **Julie Hancock**⁴, Sal Mistry⁵

¹University of Missouri-Kansas City, Kansas City, MO, ²Mississippi State University, Mississippi State,

MS, ³University of North Texas, ⁴UNT, Denton, Texas, ⁵University of Delaware

Despite the seamless and regular connection between employees via both virtual and in-person interactions, a workplace loneliness epidemic persists. Drawing from social exchange theory, we investigate an antecedent and outcome of workplace loneliness. In two samples, one cross-sectional and one multi-wave (consisting of three surveys collected approximately four weeks apart), we investigate the relationships between (a) perceived supervisor support and workplace loneliness, (b) workplace loneliness and turnover intentions, and (c) the indirect effect of perceived supervisor support on turnover intentions via workplace loneliness. Our results fully support our hypothesized direct relationships and partially support our hypothesized indirect relationship, suggesting that supervisors play a critical role in minimizing employee loneliness in the workplace. Post hoc analyses also revealed significant differences in turnover intentions (but not perceived supervisor support or workplace loneliness) due to work location. Taken together, our findings offer key implications for both theory and practice.

Title: Managing Performance Through Algorithmic Management: Insights from Basic Psychological Needs and Job Demands-Resources

Authors: **Dimitris Giamos**¹, Olivier Doucet²

¹HEC Montréal, Verdun, QC, ²HEC Montréal, Montreal, Quebec

In the current study, we examined the impacts of automated performance management systems (APMS) on platform worker well-being. Through theory blending, we mobilized basic psychological needs theory (BPNT) and the job demands-resources model (JDRM) to explain how APMS impacts platform worker well-being. We found that controlling APMS presented the most obstacles to platform workers' well-being because of their configuration in terms of job demands and job resources. We also found that because of this configuration, controlling APMS frustrate platform workers' psychological needs, which in turn negatively impacts their well-being. The contrary was found for accompanying APMS, as they have a more adapted configuration in terms of job demands and job resources and because they encourage people to satisfy their psychological needs. The theoretical and practical implications of the study are thoroughly discussed as well as avenues for future research.

Title: Community Antecedents to Employee Retention: How Community Diversity Climate and Community Embeddedness Influence Intent to Stay

Authors: **Barjinder Singh**¹, T.T. Selvarajan²

¹Elon University, Elon, NC, ²California State University-East Bay

Based on the frameworks of conservation of resources and spillover theories, we examine the role played by two antecedents from the community domain (i.e., community diversity climate and community embeddedness) in influencing employee intent to stay with the current employer. While examining these relationships our study also illustrates the role played by organizational embeddedness as an underlying psychological mechanism. After analyzing the data sourced from a Midwestern US organization, we found that community embeddedness acts as a mediator in the relationship between community diversity climate and employee intent to stay, while organizational embeddedness acts as a mediator in the relationship between community embeddedness and employee intent to stay. Additionally, we also found support for the direct spillover effect of community embeddedness on employee intent to stay. The study also discusses the theoretical contributions and practical implications, as well as suggestions for future research.

Track 7: Strategic Management

It's Time to Reflect: Top Management, Diversity, Bias, and Cognition

08:30 AM - 10:00 AM

Grand Ballroom - Salon C

Session Facilitator: Kaitlyn DeGhetto (University of Dayton)

Title: Creating Environments of Greater Gender Diversity Within Organizations

Authors: **Spencer J. Fraseur**¹, Ryan Terry²

¹University of Texas at Arlington, CLEARWATER, FL, ²Texas A&M - Corpus Christi, Corpus Christi, TX

Using a sample of organizations in a male-dominated industry and tokenism to inform gender diversity decisions, this paper develops a model for creating an environment for greater gender diversity within organizations using leadership characteristics, organizational characteristics, and political environment. We empirically test hypotheses regarding the direct effects of CEO tenure, CEO age, performance, and political affiliation on gender diversity. We find support for a negative relationship between CEO tenure and gender diversity at the executive level and no support for our other hypotheses including one regarding political affiliations in which we predicted that there would be greater representation of women at the executive level in blue states.

Title: Managerial Bias, Firm Performance, and the Mediating Role of Organizational Structure: Evidence from Franchising

Authors: Erik Markin¹, **Jennifer Sexton**², Liwu Hsu³

¹Mississippi State University, Mississippi State, MS, ²Mississippi State University, ³University of Alabama Huntsville, Huntsville, AL

Understanding how managerial biases influence strategic decisions and, ultimately, firm performance is important for organizational science. Using the context of franchising, we explore the relationship among managerial confidence, organizational structure, and firm performance. We show that managerial confidence improves chain performance through outlet-level governance decisions. Specifically, we argue that overconfident managers will likely increase the proportion of franchised units in their mix even though company-owned units may be more compliant, controllable, and profitable. This is because franchising enables systems to grow rapidly and accumulate resources, although such growth strains managerial capacity, coordination efforts, and increases the risk of franchisee free riding. We find support for our hypotheses using a longitudinal sample of publicly traded franchise chains across multiple industries. Organizational and stakeholder implications are discussed.

Title: Seize the Day: Executive Thought Self-Leadership and Heterogeneity Among Dynamic Managerial Capability Underpinning Cognitive Capabilities

Authors: **Christopher B. Neck**, West Virginia University, Morgantown, West Virginia

Extant literature has established the importance of individual dynamic managerial capabilities to the enterprise level sensing, seizing, and reconfiguring capacities of an organization. Despite theorization that heterogeneity in executive thought processes and thinking disposition stands causal for the oft observed differences in managerial capability between executives, little is known about the individual level antecedents of this cognitive heterogeneity which ultimately influences the direction of the entire firm. In response to calls for future investigation into this critical gap, the present paper draws upon a micro-level theory heretofore underutilized in the strategic realm – self-leadership – to examine how executives' cognitive processes impact their entire firm. In pursuit of this goal, the cognitive-based thought self-leadership theory is utilized to more thoroughly explain the drivers of heterogeneity among the underlying cognitive capabilities of managers' crucial dynamic managerial capabilities. In this way, the present study theorizes how specific individual executive cognitive processes (thought self-leadership strategies – e.g., self-talk, mental imagery) can influence the firm-level strategic decisions of innovation and expansion and thus impact overall organizational performance, through the

bolstering of individual cognitive capacities and resulting managerial capabilities.

Title: Racial Minority CEOs and Likelihood of Dismissal

Authors: **Yangyang Zhang**¹, Ann M. Murphy², Seung-Hwan Jeong³

¹*Stevens Institute of Technology, Hoboken, New Jersey*, ²*Stevens Institute of Technology*, ³*University of Georgia, Athens, GA*

While scholars have started to shed light on the disadvantages racial minority leaders face in ascending to the most senior ranks, less is known about the challenges they face during their tenures. In this study, we focus on their risk of CEO dismissal. Using extensive data we collected on 1866 firms from 2001-2020, we found racial minority CEOs are more likely to be dismissed than White CEOs. We also found that their dismissal risk is especially high under conditions of poor performance, suggesting a double standard whereby boards more harshly evaluate and penalize racial minority CEOs compared to White CEOs. We discuss the theoretical and practical implications of our work for research and practice.

Track 6: Organizational Behavior

New Perspectives on Leadership

08:30 AM - 10:00 AM

Grand Ballroom - Salon A

Session Facilitator: Gavin Williamson ()

Title: Not All I-Deals Are the Same: A Process Model Linking Content-specific I-Deals to Employee Outcomes

Authors: **Yilu Wang**¹, Prajya Vidyarthi²

¹*Troy University, Troy, Alabama*, ²*University of Texas at El Paso*

Integrating i-deals theory and job demands and resources (JD-R) theory, we propose to investigate whether and how content-specific i-deals differ in their effectiveness in individual performance outcomes. Consistent with the early conceptualization of i-deals contents, we specifically compare the impact of task and work responsibility, financial incentives, schedule flexibility, and location flexibility on employees' engagement and performance outcomes. We suggest that content-specific i-deals have different relationships with physical-, emotional-, and cognitive-engagement, and the three types of engagement mediate the relationships between content-specific i-deals and performance outcomes (operationalized as task performance, organizational citizenship behaviors, and creativity). Multilevel modeling and relative weights analyses of the data from 276 employees nested in 38 workgroups showed that, of the four contents of i-deals, i-deals pertaining to task and work responsibility demonstrated the highest relative importance in terms of predicting emotional engagement, financial incentives were the most relevant to physical engagement, and schedule flexibility accounted for more variance explained in cognitive engagement. Moreover, mediation analyses demonstrated that physical engagement fully accounted for the relationship between financial incentives i-deals and task performance, and emotional engagement fully accounted for the relationship between task and work responsibility i-deals and OCBs. Supported by the findings, we assert that resources should be more efficiently utilized on certain practices aimed at improving employee attitudes and behaviors that fit to the organization's requirement.

Title: The Effect of Dynamic Leader-Member Exchange on Individual Creativity

Authors: **Alex Marbut**¹, Ashley Mandeville², Marilyn Whitman³, Russell Matthews⁴

¹*Tuscaloosa, AL*, ²*Florida Gulf Coast University, Fort Myers*, ³*University of Alabama, Tuscaloosa, AL*, ⁴*Bowling Green State University*

Employers increasingly recognize that employee creativity contributes to competitive advantage within the modern global environment. Past research has consistently shown that leader-member exchange (LMX) is an important antecedent to employee creativity. Nevertheless, in spite of its conceptual origins as a temporal process, LMX has traditionally been studied as a stable employee experience, and the degree to which fluctuations in experienced LMX impact employee creativity is unclear. Sampling occupational and auditory therapists over four data collections, we demonstrate that experienced increases in LMX catalyze radical, incremental, and task performance through experienced increases in self-efficacy, relational identity, creative motivation, job crafting, and justice perceptions.

Title: A follower perspective of voice: job embeddedness, outcome dependence, and sense of power

Authors: **William Phillips**¹, Christopher B. Stone²

¹Emporia State University, Emporia, KS, ²Wichita State University, Wichita, KS

Employee voice behaviors are intrinsically related to power. If voice is directed upward to challenge the status quo and effect organizational change, how can this not be considered an influence attempt? As such, I consider power relationship from the viewpoint of the subordinate. I propose that follower perceptions of power relate directly to their decision to engage in voice behaviors and that outcome dependence and job embeddedness form the boundaries of the power relationship. The theoretical and practical implications for voice behaviors are discussed.

Title: Abusive Followership: An Overlooked Phenomenon?

Authors: **Alana Bell**, University of South Alabama, Mobile, AL

Followership research has experienced substantial growth over the last few decades. Despite this growth, numerous studies in this area position followers as merely recipients of leader behavior, with abusive leader behaviors of sustained interest and abusive follower behavior rarely mentioned. Drawing upon social identity theory, I utilize leader-member exchange, team climate, and subordinate affect to investigate the dark side of followership. In this paper, I position leaders as recipients of follower behavior and discuss how leaders can become out-group members, giving context to the idea of abusive followership.

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

Personal and Leadership Effects on (Un)Ethical Behavior

08:30 AM - 10:00 AM

Hoffman

Session Facilitator: Diane Lawong (University of Alabama at Birmingham)

Title: Ethical Leadership and Subordinate Organizational Citizenship Behavior: The Mediating Role of Autonomy and the Moderating Role of Machiavellianism

Authors: **Maggie Davis**, University of South Alabama, Pensacola Beach, FLORIDA

Using social cognitive theory (Bandura, 1986; 2001), this study examines the impact of autonomy as a mediator of the relationship between ethical leadership and subordinate organizational citizenship. Partial least squares structural equation modeling results indicate that subordinate perceptions of autonomy fully mediate the relationship between ethical leadership and supervisor-rated organizational leadership behavior. Additionally, results showed that high subordinate Machiavellianism strengthens the positive relationship between autonomy and organizational citizenship behavior. This study extends

the application of social cognitive theory by examining 1) the motivating mechanisms through which subordinates engage in prosocial behavior in response to perceptions of ethical leadership and 2) conditions under which subordinate organizational citizenship behavior is enhanced.

Title: Is Humility Enough? The Impact of Leader Humility on Follower Moral Disengagement and Unethical Behavior

Authors: **Kelly G. Manix**, Middle Tennessee State University, Murfreesboro, TN

The study examines the impact of leader humility on follower moral disengagement, workplace deviance, and leader-targeted knowledge hiding and explores attributions of ingratiation as a potential boundary condition from a social exchange theory perspective. Using a cross-sectional survey design (N=130), the study finds that leader humility is negatively related to moral disengagement, workplace deviance, and leader-targeted knowledge hiding. The results also suggest follower attributions of ingratiation moderates the negative relationship between leader humility and moral disengagement such that the relationship is weakened. However, the mediating role of moral disengagement was not significant in each relationship. Broadly, the results suggest that leader humility may serve as a deterrent to follower moral disengagement and unethical behaviors, but the presence of leader humility alone may not be enough. If followers also perceive ingratiation from their leaders, the impact of leader humility on follower moral disengagement can diminish. Additionally, there may be other underlying mechanisms beyond moral disengagement that facilitate the negative relationship between leader humility and follower unethical behaviors. Implications of the findings and directions for future research are provided.

Title: Ulterior Motives: Exploring Self-Serving Intentions and the Subsequent Outcome of Unethical Pro-Organizational Behavior

Authors: **April E. Mondy**¹, Ericka Lawrence²

¹University of South Alabama, Cleveland, Mississippi, ²East Carolina University, Greenville, NC

Collective research on unethical employee behavior has two parallel but separate foci, employees who behave unethically intending to benefit the organization and employees who behave unethically intending to harm the organization. There have been intentional efforts to differentiate unethical behaviors based on the intent of harm versus benefit to the organization; however, considering the overlap, there is room to explore both forms of behavior in tandem. To better understand how and when individuals engage in unethical behaviors that benefit and harm the organization, this study investigates unethical pro-organizational behavior (UPB) as a predictor of deviant workplace behavior (DWB). Building on a progressing assumption that self-serving interests can catalyze UPB, we explore the role of job insecurity as a motive for engaging in UPB to mitigate the threat of job loss. From the theoretical perspective of conservation of resources theory (Hobfoll, 1988), we propose a moderated-mediation model that examines the process of DWB as a function of UPB, which is contingent upon job insecurity. Additionally, we explore the moderating influence of psychological entitlement on the relationship between job insecurity and UPB. Using a sample of 107 licensed professionals in the United States surveyed at two separate time points, we tested the model using regression analysis. The findings supported that job insecurity increased employees' deviant workplace behavior via unethical pro-organizational behavior.

Track 6: Organizational Behavior

The New Normal

08:30 AM - 10:00 AM

Grand Ballroom - Salon B

Session Facilitator: Abdulah Bajaba (Colorado Mesa University)

Title: OCBs...from home? Examining why employees go the extra mile while physically at home

Authors: **Rachel W. Smith**¹, Alexandra E. MacDougall²

¹*Georgia Southern University, Savannah, GA*, ²*Central Michigan University, Mount Pleasant, MI*

Organizational citizenship behaviors (OCBs) are a commonly studied behavior in the organizational behavior literature. However, they have primarily been examined with the assumption that employees are solely performing them while they are physically at work. Recent research suggests that a large percentage of employees are performing OCBs while they are physically at home (i.e., OCB-H, or OCBs from home), meaning that they are taking time and resources away from their non-work lives and directing them toward work. In the present study, we examine the motivations behind OCB-H using an expanded OCB motives framework which encompasses nine potential motives of this discretionary behavior. We hypothesize four motives that may explain why employees are performing OCB-H. We empirically examine the motives of OCB-H in a sample of 287 employed adults and find mixed support for our hypotheses. Specifically, our results suggest that OCB-H is primarily motivated by organizational concern, personal discontent, and social interests motives. Notably, OCB-H directed at benefiting individuals (OCB-H-I) or the organization (OCB-H-O) are both associated with personal discontent and social interests motives. However, only OCB-H intended to improve the organization (OCB-H-O) is associated with organizational concerns motives. Implications for theory, practice, and future directions are discussed.

Title: Optimal Workload and Boredom

Authors: **Anna Zabinski**¹, Lisa Schurer Lambert², Daniel Deslatte³, Truit Gray⁴, Matthew R. Daniel⁵

¹*Oklahoma State University, ATLANTA, GA*, ²*Oklahoma State University, Stillwater, Oklahoma*,

³*Oklahoma State University, Lindale, TX*, ⁴*Bowling Green State University*, ⁵*Oklahoma State University*

Boredom is a ubiquitous experience, yet it has been little studied in management with existing work focusing on combatting boredom by increasing workload. However, this assumption overlooks the possibility that people vary in how much workload they would like to have (i.e., workload needs). Without considering workload needs jointly with actual amounts of workload received we may have an incomplete picture of how constraining boredom with workload impacts employee outcomes. We address this oversight across four Studies. Study 1a reviews existing measures and establishes the rationale for a new measure of workplace boredom. Study 1b focuses on content validity. Study 1c establishes convergent, discriminant, and nomological validity for the new measure. Study 2 adopts a Person-Environment Fit approach to test the joint effect of workload needed and supplied on workplace boredom. The present research revitalizes boredom research in management in two important ways. First, it refines the definition of boredom and develops a new measurement scale across three studies, setting the foundation for future research. Second, it challenges the assumption that boredom can be remedied by giving employees more work to do. In Study 2, we find evidence that boredom occurs not only when workload is less than desired workload, but also when workload is greater than needed. This changes the advice we offer managers. Rather than simply giving bored employees more work to do, employers should take a more nuanced view and recognize that employees vary; what is optimal for one employee may not be for another.

Title: Covid-19 and the Consistency of Job Performance

Authors: **Yingyi Chang**¹, Wenhao Wang², Jose Cortina²

¹*Virginia Commonwealth University, Richmond, VA*, ²*Virginia Commonwealth University*

Although others have suggested that the COVID-19 pandemic would affect employee performance, its effects may be more pronounced for performance *consistency*. We conducted a 3-wave study using an untreated control group design with separate pretest, mid, and posttest samples. In comparing pre-

COVID to mid-COVID, we found that the pandemic increased performance inconsistency via its effects on drinking behavior and work-family conflict. The pandemic also reduced the quality of work commutes, possibly by forcing people to look further afield for work. This, in turn, increased exhaustion, which increased performance inconsistency. These effects tended to be stronger for those low in conscientiousness and for those high in resilience. In comparing mid-COVID to late-COVID, we found, once again, that drinking and work-family conflict transmitted effects of the pandemic on performance consistency such that the mediators decreased from mid-to late-COVID, resulting in improved consistency, particularly for those low in neuroticism. Because existing models of performance variability do not explain performance fluctuations in the short term, we end by laying the foundations for the *changing context model*, which can complement the changing subjects and changing task models by incorporating the notion that certain work contexts create volatility. This volatility then leads to inconsistency in performance.

Track 9: PDI or Symposium

Testing Measurement and Path Models Using lavaan

08:30 AM - 10:00 AM

Harris Brake

Speaker: Robert Vandenberg, University of Georgia

This session starts with an overview of the principles underlying SEM and moves into measurement model evaluation including confirmatory factor analysis (CFA). We will cover interpretation of parameter estimates and comparison of competing measurement models for correlated constructs. We will also cover path model evaluation where paths representing “causal” relations are placed between the latent variables with an emphasis on interpreting the various parameter estimates and determining whether the path models add anything above their underlying measurement models. All illustrations and exercises will make use of the R LAVAAN package; it is recommended that participants have an understanding of regression and basic data handling function using R. (suggested pairing with “How to Evaluate Your Latent Variable Model” taught by Larry Williams).

Track 9: PDI or Symposium

Fulbright is for Everyone, Including You!

08:30 AM - 10:00 AM

White Oak

Speakers:

Dave King, Florida State University

Vickie Coleman Gallagher, Cleveland State University

Bruce Lamont, Florida State University

Margaret Wright-Cleveland, Director of Faculty Development Florida State University

Fulbright is the primary cultural exchange program of the United States to improve intercultural relations and diplomacy by providing Americans experience living in other nations. Participating in a Fulbright is a transformative experience that impacts a person professionally and personally, as well as their home and host institutions and students. For over 75 years, Fulbright has offered diverse opportunities for U.S. students, academics and administrators to take courses, teach, research, and make international connections. Panelists will share their experiences and answer questions on how to successfully pursue a Fulbright.

Track 9: PDI or Symposium

Sticky Floors and Glass Ceilings: Gender Biases and Solutions in the Academy

08:30 AM - 10:00 AM

Chicot

Speakers:

Janaki Gooty, University of North Carolina at Charlotte

Enrica Ruggs, University of Memphis

Lillian Eby, University of Georgia

Lucy Gilson, University of New Hampshire Paul College of Business & Economics

Cynthia Devers, Virginia Tech University

This panel discussion considers how systemic gender biases hinder the advancement of women in research (e.g., full professorships and named professorships) and academic leadership positions (e.g., editorial assignment roles, professional service leadership) in management. Drawing upon a vast literature in gender and the glass ceiling in business, applied psychology, and, the experiences of a large network of panelists, we discuss gender biases that may express themselves at every stage of women scholars' careers, with some more prevalent at earlier stages also known as the sticky floor problem (e.g., pregnancy discrimination: Little et al 2016) and others at mid to later career stages (e.g., Grandey et al., 2019). These cumulative effects are magnified, however, and manifest in a hardened glass ceiling effect for women in the academy despite the tokenism of a handful of women scholars in such positions. Moving beyond a discussion of the problem, which has been articulated across multiple sources (e.g., <https://www.aauw.org/resources/research/barrier-bias/>), we engage with the audience on solutions to reduce the glass ceiling effect in the academy.

Snack Break @ Café SMA

10:00 AM - 10:15 AM

Riverview

Sponsored by the Coggin College of Business at the University of North Florida

Track 1: Entrepreneurship and Family Business/Technology & Innovation

Society and Entrepreneurship: On Founder's Social Class Impact on Entrepreneurship

10:15 AM - 11:45 AM

Ouachita

Session Facilitator: Mauricio Mercado (Iowa State University)

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

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

Title: Founders' Social Class Background and Venture Performance: A Moderated Mediation Model

Authors: **Kristie Moergen**¹, Marilla Kingsley², Michael Cummings³

¹University of Arkansas, Rogers, AR, ²University of Arkansas, ³University of Arkansas, Fayetteville, AR

Research suggests entrepreneurship can act as a vehicle of economic advancement for individuals from marginalized backgrounds. This study examines one category of social difference (and potential disadvantage)—social class—and its impact on entrepreneurship. Specifically, we investigate the relationship between founders' social class origins and venture performance, mediated through risk-taking behavior. We argue that founders' childhood social class context facilitates unique models of self

(i.e., interdependent or independent) that shape their propensity to take risks. Specifically, we suggest that a founder's childhood social class standing relates positively to risk-taking, which in turn engenders venture performance. We then suggest founders' social support—the social resources embedded in their social network—acts as a boundary condition that moderates the positive relationship between childhood social class and risk-taking. We test the theoretical claims using a moderated mediation model in a sample of 112 full-time founders. Results offer support for the hypothesized relationships.

Title: A VERY COVID CHRISTMAS: A QUALITATIVE STUDY

Authors: **Tracy S. Ginn**¹, Leah K. Grubb²

¹East Carolina University and UNC Greensboro, La Grange, NC, ²East Carolina University and UNC Greensboro, Greenville, North Carolina

This study seeks to examine how Santas have had to adapt their business model to deal with the challenges brought on by the pandemic, and what sets the more successful ones apart from the pack. Our qualitative study extends beyond the traditional study of gig workers and the platforms that they use for work. Impression management, a challenge for gig workers, is one way in which gig workers make meaning of their work. We discovered that Santas are organized into a caste system that impacts the types of gig opportunities that they are drawn to and for which their bids are accepted. This caste system further restricts the compensation levels that they are able to garner and affects the adaptations that they were likely to make during the pandemic. The observed adaptations by Santas could serve as a model for how gig workers, in general, have had to adapt to ever-changing market needs during the Covid crisis and beyond.

Title: Socioeconomic Background and Outcomes of Entrepreneurial Education Programs

Authors: **Mauricio Mercado**, Iowa State University, Ames, Iowa

Considering the inconclusive research regarding the relationship between entrepreneurial education(EE), entrepreneurial capabilities, and entrepreneurial outcome along with the increasingly important role of EE programs in new business creation, this study empirically examines how socioeconomic background impacts EE outcome. Integrating the theory of planned behavior and cultural capital theory, I argue that individuals with entrepreneurial intentions enroll in action learning based EE programs. These programs increase students' self-efficacy which partially mediates the positive relationships between EE and entrepreneurial capabilities. Subsequently, through increased entrepreneurial self-efficacy and capabilities students are more likely to create new business. Nonetheless, the relationship between EE and self-efficacy, and entrepreneurial capabilities and new business creation is moderated by socioeconomic background. The theory building paper highlights how marginalized socioeconomic groups are systematically hindered from developing entrepreneurial identities. Specifically, the ambiguous relationship between EE, entrepreneurial capabilities, and business creation found by previous researchers can be explained by the moderating effect of socioeconomic background due to the disparate intergenerational affordances of symbolic resources. Further, EE efficiency is an element of life course and familial upbringing. As universities increasingly become hubs for entrepreneurial activity, I provide practical contributions towards an improved management of EE by stakeholders.

Track 3: Organizational Theory / International Management / Management History

Going Abroad: FDI, M&A, & Corruption

10:15 AM - 11:45 AM

Chicot

Session Facilitator: Kira Haensel (Florida International University)

Title: The impact of colonization on emerging market multinational merger and acquisition strategies

Authors: **Juliet Oriaifo**¹, Rui Torres de Oliveira²

¹North Carolina A&T State University, Greensboro, NC, ²Queensland University of Technology, Indooroopilly, Brisbane, Australia

Path dependency in the international business literature is often explained as internationalization strategies that are undertaken based on country historical events. Studies in this area have neglected contextual factors surrounding historical events that may influence internationalization strategies differently. In this study, we focus on colonization as the historical event, and we examine three contextual factors that may impact how historical events influences internationalization strategies: colonization experience, and colonization duration. We use emerging market multinationals' cross-border merger and acquisition strategies as the internationalization strategy, and we pay particular attention to how colonization and its contextual factors augment the extant knowledge about how these firms undertake cross-border merger and acquisition strategies (i.e., greater equity participation when there is greater formal institutional distance and smaller informal institutional distance). We find that, as hypothesized, historical events do not have uniform effects on these firm cross-border merger and acquisition strategies. The findings make several contributions to theory and practice, especially to path dependency as it explains that path dependency is not only as a function of the occurrence (or reoccurrence) of historical event(s), but also a function of each event's context.

Title: Navigating Political Risks at Home: Institutional Escapism and Emerging Market Multinational Enterprises' Cross-border Acquisition Ownership Strategy

Authors: **Kimberly Ellis**¹, Ru-Shiun Liou², Leon Faifman³

¹Florida Atlantic University, Boca Raton, FL, ²The University of Tampa, Apollo Beach, Florida, ³University of Tampa, Tampa, FL

The escape motivation promoting EMNEs' internationalization is well documented in the global strategy literature, but less is known about strategic actions that EMNEs take to escape institutional constraints in their home political environment, specifically as it relates to their ownership strategy. Integrating institutional escapism logic and political risk perspective of internationalization, we study a large sample of EMNEs' worldwide CBAs completed between 2012 and 2019 and find that a high level of political instability in EMNEs' home countries at the time of deal completion decreases the likelihood of establishing controlling ownership in foreign targets, while home country corruption increases the likelihood of establishing controlling ownership in foreign targets. The home country government ownership and the bilateral political tie with the host country government established through military defense agreements both play significant moderating roles in EMNEs' ownership strategy.

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

Title: Where would you invest? Revisiting the effect of corruption on FDI

Authors: Mahdi Forghani Bajestani¹, **Kim Smith**¹, Shaomin Li²

¹Alabama State University, Montgomery, AL, ²Old Dominion University, Norfolk, VA

This study examines how the perception of bribery in target markets by foreign investors shapes their investment behavior. We develop a framework with distinctions between low and highly corrupt countries to evaluate their firms' responses to clean and corrupt environments abroad reflected in their outward foreign investments. Applying a dynamic gravity model to a panel data on bilateral FDI among 36 OECD countries over the 2013–2018 period, we find that while low-corruption sources of investment are deterred by widespread bribery in foreign markets, MNEs of highly corrupt countries invest more in high-corruption targets, supporting the corruption distance perspective.

Title: Interplay between Liberalization and Ownership Networks: Small Worlds in India

Authors: **Abu Rehan Abbasi**¹, Rejie George²

¹*Indian Institute of Management Bangalore (IIMB), Lucknow, Uttar Pradesh, India*, ²*Indian Institute of Management Bangalore, Bangalore, Karnataka, India*

Increasing globalization due to economic liberalization should lead to fragmentation and erosion of a country's ownership network. Yet, these networks remain highly persistent due to the presence of properties consistent with small worlds. Institutional changes such as FDI and corporate governance reforms associated with liberalization govern the evolution of the ownership networks, which exhibit considerable heterogeneity in their degree of small worldliness. These domestic interfirm networks where firms have a long history of operation are a primary source of information, resources, and capabilities. Therefore, understanding their evolution is essential for international business scholars; however, they continue to be understudied. We use shareholding data for listed firms in India to construct ownership networks separated by two decades. We find evidence that post-liberalization, at the time of the inception of FDI and corporate governance reforms, the corporate ownership network in India exhibited small-world characteristics. As the reforms took shape, the small worldliness of the ownership network increased, indicating the dominating influence of FDI reforms over corporate governance. Our findings contribute to the literature on interfirm networks in international business and small worlds in corporate governance.

Track 4: Human Resources / Research Methods

Human Resource Management

10:15 AM - 11:45 AM

Manning

Session Facilitator: Meagan Baskin (Florida Gulf Coast University)

Title: Multiplex Relationships in the Borderland: Applying Social Network Analytic Approaches to the Work-Nonwork Interface

Authors: **Jessica Methot**¹, Andrew Parker², Alondrea Hubbard¹

¹*Rutgers University, Piscataway, New Jersey*, ²*Durham University*

Individuals' networks are multiplex—multifaceted bundles of interactions, roles, affiliations, and exchanges—in which the boundaries between work relationships and non-work relationships are often blurred, or integrated. Surprisingly, though, there is a paucity of research that explicitly integrates the work-nonwork literature and the social networks literature. In this paper, we theorize that multiplex relationships occupy a blended work–nonwork role space whereby aspects of the work and family domains can be simultaneously activated. We then jumpstart the conversation around social network analytics and work-nonwork boundary research by presenting three methodological approaches that can synthesize and advance these research streams, centered on: (1) the likelihood that having a work tie (e.g., coworker, boss, client) would coincide with a nonwork tie (e.g., friend, family member); (2) how work or life satisfaction spreads (i.e., contagion) through work or nonwork networks; and (3) how work and nonwork networks and outcomes (e.g., life satisfaction) coevolve. Given recent theoretical and methodological advancements in both arenas, we propose that employing social network analytic methodology can help inform how scholars theorize and design research and around the work-nonwork interface, expand the methodological toolkit applied to these research questions, and resolve inconsistencies in whether multiplex relationships are enriching or depleting. **Keywords:** work-nonwork interface; boundary management; multiplexity; social network analysis

Title: Workplace learning and information exchange among gig workers: A thematic analysis of

social media

Authors: **Pimsiri Aroonsri**¹, Oliver s. Crocco²

¹*Chulalongkorn University, Bangkok, Thailand*, ²*Louisiana State University, Baton Rouge, LA*

The surge of digitization and internet infrastructure has led to the rise in gig work worldwide. Gig work, also called platform work, is a type of contract work based on an indirect relationship between the worker, the customer, and an online platform. In these work environments, workers are no longer able to rely on traditional forms of workplace learning and information sharing. Instead, social media platforms provide a virtual community where gig workers can exchange knowledge, experience, and information related to their work in a variety of jobs. Based on an analysis of 374 Facebook posts and 310 comments on those posts, this study employed thematic analysis to understand the scope and nature of information sharing among gig workers on social media in the Thai context. Thailand was selected for this study given its high level of social media penetration, a high percentage of digital service consumption of internet users, and the prevalence of app-based gig workers. Findings showed five clear themes of information sharing, including those related to on-the-job experiences, conversation starters, inquiries, buy/sell posts, and others. One particularly surprising finding was the extent to which the gig workers in this study used social media to help others even when it potentially threatened their success. Implications for research and practice as well as limitations are discussed.

Title: Africa-Focused Qualitative Research: A Synthesis and Agenda for Future Work

Authors: **Codou Samba**¹, Yemisi Bolumole², Anne Smith³, Baniyelme D. Zoogah³

¹*The University of Tennessee - Knoxville, Knoxville, Tennessee*, ²*Knoxville, TN*, ³*The University of Tennessee, Knoxville, TN*

In order to better understand how Management and Organization Research (MOR) can achieve greater inclusion, as well as leverage, of Africa, the authors conducted a systematic literature review of Africa-focused qualitative research published in the areas of strategic management, business and entrepreneurship and supply chain management from 2010 through 2021. An in-depth analysis of the final set of 48 articles reveals two key features of MOR qualitative research on Africa: the role of the African context, ranging from inert to active, and researcher embeddedness, ranging from minimal contact with the context to being richly embedded in the research context. The two features together created an organizing framework for qualitative research in Africa, which was then used to interpret exemplars as illustrations for the different ways in which the African context had been leveraged in qualitative research. Finally, we conclude with a call to include qualitative methods in the current MOR conversations about the need to think innovatively about data collection and analysis for Africa-focused research.

Title: What Do You Want To Hear?: Meta-Analyzing Social Desirability Bias

Authors: **Katie C. Alexander**¹, Charn P. McAllister², B. Parker Ellen³, Stone Shelnut⁴

¹*Loyola University Chicago, Chicago, IL*, ²*Northern Arizona University, Flagstaff, AZ*, ³*Mississippi State University, Mississippi State, MS*, ⁴*Auburn University, Auburn, Alabama*

Originally introduced over 50 years ago, researchers continue to be highly concerned (and rightfully so) with the negative impact of social desirability bias on their quantitative results. In response to these continued concerns, we conducted a meta-analysis of social desirability bias research that could improve our understanding of the magnitude and generalizability of relationships within its nomological network. Further, we sought to further our understanding of this vast and diverse field of research, which impacts survey development, design, and implementation. We drew from 163 studies of social desirability bias ($k = 163$, $N = 47,806$) to provide a systematic empirical review of the focal variable literature. In doing so, we introduce a reconceptualization of social desirability (i.e., the phenomenon as a trait), as well as a new conceptualization of socially desirable responding (i.e., the phenomenon as a

state). Ultimately, we enhance our collective understanding of this impactful bias plaguing the social science literatures and create actionable avenues for addressing these methodological issues.

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

The Careers Melting Pot: Mentoring, Identity, Development, and Job Crafting

10:15 AM - 11:45 AM

Hoffman

Session Facilitator: Christopher Stone (Wichita State University)

Title: Mentoring Relationships in Academe: An Examination of Underrepresented Racial Minorities Graduate School Experience

Authors: **Catrina Johnson**, Kent State University, Kent, Ohio

Recent research has provided evidence that underrepresented racial minorities receive substantially less support than their White and Asian counterparts from academic advisors. This presents a critical issue: beyond providing custodial duties, advisors are also known to supply their current and former students with intangible support such as advocacy, coaching, and ongoing support in their early careers. Hence, to better understand how to retain a diverse faculty in the professoriate, I examine the circumstances in which an advisor is likely to take on a mentoring role in the advising relationship, i.e., one that extends beyond their custodial duties, for White and Asian versus for underrepresented racial minority doctoral students. In doing so, I extend the mentoring literature, showing that, in the context of academia, the progression of mentorship through distinct stages (i.e., initiation, cultivation, and separation or redefinition) cannot be understood without considering what takes place in the early stages of the relationship through graduate school and into the first academic job of the advisee. The overall model revealed that the advisee's behavior in the initiation stage impacted subsequent evaluations in the later stages of the relationship, such that advisees who received an initial positive evaluation from their advisors were likely to continue to benefit from the relationship. As predicted, the underrepresented racial minority status of advisees moderated the positive initial role performance–perceived competence relationship, such that they were perceived less favorably than their White and Asian counterparts, and consequently less likely to continue to benefit from the advising relationship.

Title: Performance and Status: The Impact of High Performance on Professional Identity In Management Scholarship

Authors: **Justin Pepe**¹, David Maslach²

¹Florida State University, Tallahassee, FL, ²Florida State University, Tallahassee, Florida

This study focuses on how status influences the relationship between performance and how individuals identify in the professional context. Specifically, building on research on status and professional identity, we found evidence that the relationship between performance and professional identity is stronger for middle-status individuals than for high and low-status individuals. The results suggest that high performing middle-status individuals are more likely to conform to professional identity expectations than high or low-status individuals. We find empirical evidence in management scholarship that high-impact scholars from middle-status institutions are more likely to identify with practice. Implications for practice identification, status, and the science of science are discussed.

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

Title: Proactive skill development and work performance: the effects of career stress and decidedness

Authors: Huong Le¹, **Joohan Lee**², Neena Gopalan³, Beatrice I. van der Heijden⁴, Zhou Jiang⁵
¹Central Queensland University, Melbourne, Victoria, Australia, ²Troy University, Troy, Alabama,
³University of Redlands, Redlands, CA, ⁴Radboud University, Nijmegen, Netherlands, ⁵RMIT University,
Melbourne, Victoria, Australia

This study examines how career-related behaviors influence employees' in-role performance. Drawing on conservation of resources theory, mediating and moderating mechanisms underlying the relationship between proactive skill development and in-role performance are investigated. Data were collected from a sample of full-time workers in three waves (N1 = 360, N2 = 320, and N3 = 261). In line with our hypotheses, the results confirm that career stress mediated the relationship between proactive skill development and in-role performance, and that career decidedness moderated the negative relationship between career stress and in-role job performance such that this relationship was stronger under higher levels of career decidedness. Moreover, the outcomes of our study show that career decidedness has a significant moderation effect on the indirect relationship of proactive skill development to in-role performance via career stress. This study contributes to both career and performance literature by shedding more light on how career-related behaviors might influence employee performance, and what factors can affect this relationship. After reflecting on the theoretical contributions, practical implications on how to stimulate proactive skill development and career decidedness are discussed.

Title: Job Crafting Investigated via the Perceptions of Organizational Politics' Needs Paradigm

Authors: **Diane Lawong**¹, George Munchus², Steven W. Day³

¹University of Alabama at Birmingham, Birmingham, Alabama, ²School of Business at UAB, Birmingham, AL, ³North Carolina Central University, Durham, NC

This paper investigates unique and previously unexamined mediating conditions that could offer alternative explanations of how perceptions of organizational politics affects job crafting. Adopting theoretical foundations from self-determination theory, the psychological needs paradigm is used to explain how the need for autonomy, competence, and relatedness could motivate individuals who perceive organizational politics to engage in job crafting as an attempt to regain control at work.

Track 6: Organizational Behavior

The Importance of Individual Differences

10:15 AM - 11:45 AM

Grand Ballroom - Salon B

Session Facilitator: Taewoo Kim (University of Louisiana Monroe)

Title: Not All of Us Need to Be Resilient to Feel Good: Moderating Role of Regulatory Focus

Authors: **Hyunji Suh**¹, Kristin Scott²

¹Clemson University, Clemson, SC, ²Clemson University

Due to numerous work-related benefits, psychological resilience has received increased attention from organizational scholars and practitioners alike. Accordingly, a large body of research has focused on the individual drivers of resilience, but an equally important question is how resilience affects employees – particularly in terms of emotional well-being. Our research seeks to answer the question of whether resilience can sustain positive affective (PA) states over time and, if so, for whom is psychological resilience most beneficial? Integrating Conservation of Resources (COR) theory with regulatory focus theory, we submit that employees who are low promotion- or prevention-focused are more dependent on psychological resilience to experience enhanced positive mood, while high

promotion- or prevention-focused employees benefit less. Based on responses from 81 employees across 4 consecutive weeks ($N = 324$), we conducted a multilevel moderation analysis and found support for our hypotheses. We discuss theoretical and practical implications of our findings, as well as a future avenue of research in psychological resilience, motivation, and emotion. **Keywords:** Psychological resilience, PA, Regulatory focus, COR theory, Multilevel moderation

Title: CEO Dark Traits and Perceived COVID-19 Response: The Roles of COVID-19 Anxiety and Follower Self-Leadership

Authors: **Ethlyn A. Williams**¹, Kate M. McCombs², Rajnandini Pillai³, Kevin B. Lowe⁴

¹Florida Atlantic University, Boca Raton, FL, ²Samford University, Birmingham, AL, ³California State Univeristy San Marcos, ⁴University of Sydney, Sydney, New South Wales, Australia

As organizations respond to the COVID-19 pandemic, the important influence that leadership at the executive level in organizations has on the way followers perceive the outcomes that follow such a crisis has been drawn into sharp focus. Results suggest that CEO dark triad traits influence the way that followers evaluate the organizations' COVID-19 response. CEO dark traits negatively influenced followers' perceptions about the organization's COVID-19 response and follower COVID-19 anxiety. CEO dark triad traits had an indirect on follower evaluations of the organization's COVID-19 response effect through anxiety. Follower self-leadership was an important moderator that decreased the negative effect of dark traits and anxiety on followers' evaluation of the effectiveness of the organization's COVID-19 response. Implications for research on CEO dark personality traits and follower self-leadership during a crisis are discussed.

Title: Empowering Leadership and Human Capital Resource Emergence: Examining Group Members' KSAs and Personality Traits

Authors: **Minjong Jun**¹, Cynthia K. Maupin²

¹Binghamton University - State University of New York, Endicott, New York, ²Binghamton University - State University of New York, Binghamton, New York

Accumulated and broadly distributed knowledge at the group level is critical for group performance. Group-level knowledge is attained through the process of *human capital resource emergence* (HCRE), whereby human capital changes from an individual-level resource into a group-level resource. Given that prior research suggests that leadership might be a critical part of the emergence process to create group-level human capital, this study expands these ideas to investigate whether *empowering leadership*—sharing power and giving more autonomy and responsibility to group members—might have a critical impact on HCRE by enhancing group knowledge sharing. Additionally, individual knowledge, skills, and abilities (KSAs) as well as personality characteristics (i.e., extraversion and agreeableness) are likely to lead to different conditions for knowledge sharing and subsequent HCRE. This study leverages a computational model to examine the effects of empowering versus directive leadership, individual-level characteristics, and knowledge sharing on the HCRE process over time. Based on the results of the models, we discuss the implications of empowering versus directive leadership, member and/or group characteristics, and their impact on HCRE in groups.

Title: Personality Profiles of Global Leaders: A Person-Centered Approach to Modeling Global Leader Typologies

Authors: **Madelynn Stackhouse**¹, Marketa Rickley¹

¹University of North Carolina at Greensboro, Greensboro, NC

Existing global leadership research commonly adopts mean-based approaches to understand what personalities define a global leader. While available research has provided a useful starting point by studying personality traits in isolation and examining their variance between global leaders, we know

little about how personality traits are configured within global leaders. Using latent profile analysis (LPA), the present research applies a person-centered approach to conceptualize and map global leader personality in terms of trait combinations. In our sample of global leaders ($n = 618$), we find five personality profiles: “extreme resilient” (11.0%), “extreme undercontroller” (21.0%), “extreme overcontroller” (15.4%), “moderate” (46.8%), and “creative/ vulnerable” (5.8%). These profiles were compared to profiles of non-global leaders ($n = 1,901$) and non-managerial staff workers ($n = 242$) and contrasted with female and male global leader sub-samples. Together, the results suggest that stereotypical assumptions about global leaders as high in openness and extraversion and low in neuroticism may not be generalizable. Further research on the subgroups of global leaders is way to move the field forward.

Track 6: Organizational Behavior

A New Age of Leadership: Exploring the Effects of Servant and Ethical Leadership

10:15 AM - 11:45 AM

Grand Ballroom - Salon A

Session Facilitator: Allison Toth (Tennessee Tech University)

Title: How and When Does CEO Servant Leadership Matter?

Authors: **Kyoung Yong Kim**¹, Robert Liden²

¹Villanova University, Villanova, PA, ²The University of Illinois at Chicago, Chicago, Illinois

Servant leadership emphasizes serving others before oneself. Emerging evidence indicates that servant leadership results in a variety of positive outcomes, including favorable job attitudes and enhanced job performance. Extending this line of research, we examined why and when CEO servant leadership benefits the organizational bottom line (e.g., organizational profitability). Based on multisource, two-wave data from 147 organizations in South Korea, we found that CEO servant leadership was associated with organizational profitability in a curvilinear (i.e., J-shaped) manner. Specifically, while a low level of CEO servant leadership was not related to organizational profitability, when CEO servant leadership increased from a moderate level to a high level, organizational profitability improved. We also found that this curvilinear positive relationship was strengthened by innovative culture and high-performance work systems. Findings were robust to controlling for potential endogeneity. This research provides new insights to servant leadership scholarship and has important theoretical and practical implications.

Title: Do those who serve grow? Servant leadership and followers' careers

Authors: **Nathan Eva**¹, Alex Newman², Sen Sendjaya³, Mulyadi Robin⁴, Gary Schwarz⁵, Brian Cooper⁶

¹Monash Business School, Lands of the Kulin Nations, Australia, ²Deakin Business School, Australia,

³Swinburne Business School, Australia, ⁴Australian Institute of Business, Australia, ⁵Queen Mary

University of London, United Kingdom, ⁶Monash University, Australia

Greenleaf's original litmus test of servant leadership is that followers who are served must grow, yet servant leadership research has mostly overlooked the core domain wherein leaders can help followers grow: their careers. In light of this glaring omission, this study investigates how servant leaders influence their followers' career outcomes. Specifically, we test two competing mechanisms by which servant leaders help followers grow in their careers: creating meaning and providing career support, and examine their relative effects on followers' thriving, career satisfaction, and job search behaviors. To that end, we conduct three complementary studies that have differing research designs to address potential threats to internal and external validity in investigating this question. In a vignette experiment (Study 1), we manipulate the manager's servant leadership behavior and find that it increases followers'

thriving and career satisfaction and decreases job search behaviors. In a critical incident method (Study 2), we find that servant leaders influence career outcomes more by increasing followers' meaning at work than by providing career support. We replicate these findings in a field study (Study 3), showing that meaning is the most salient mechanism explaining the relationship between servant leadership and followers' career outcomes. Overall, the results of the three studies demonstrate that servant leaders go beyond merely providing employees with career support by helping them find meaning in their careers as well. These study findings open a new line of inquiry into how servant leaders influence followers' career outcomes.

Title: LINKING SERVANT LEADERSHIP, SELF-PERCEIVED STATUS, AND EMPLOYEE CREATIVITY: A MODERATED MEDIATION MODEL

Authors: **Chunghyun Oh**¹, Michael S. Paik², Chou-Yu (Joey) Tsai³

¹*The state university of New York, Binghamton, Binghamton, NY*, ²*Florida State University, Tallahassee, Florida*, ³*Binghamton University, State University of New York, Binghamton, NY*

This study investigates a model explaining the underlying process through which servant leadership influences employee creativity. Drawing on relational fairness theory and behavioral plasticity theory, we conduct a study that examines employee self-perceived status as a psychological mechanism that potentially explains why servant leadership leads to employee creativity. Beyond examining this mechanism, we explore how employee self-esteem may moderate the positive effects of servant leadership on employee self-perceived status and lead to employee creativity. The influence of servant leadership on employee self-perceived status and creativity is enhanced when employee self-esteem is low. Using a sample of 196 employees collected in a financial industry institution in South Korea, we find that servant leadership has a positive indirect relationship with employee creativity through increased employee self-perceived status. Further, our results indicate that low employee self-esteem strengthens the positive relationship of servant leadership on employee self-perceived status, thereby motivating them to engage in creative behavior. Theoretical and practical implications of these findings are discussed. Keywords: employee creativity; self-perceived status; servant leadership; self-esteem

Title: ETHICALLY TREATED YET CLOSELY MONITORED: ETHICAL LEADERSHIP, CLOSE MONITORING, WORKPLACE UNCERTAINTY, AND EMPLOYEES' OCB

Authors: **Ui Young Sun**¹, Seokhwa Yun²

¹*University of Illinois at Chicago, Chicago, Illinois*, ²*Seoul National University*

With the frequent rise of impactful unexpected events (e.g., COVID-19 and the war between Russia and Ukraine), organizations are faced with an unprecedented level of uncertainty. Consequently, it has become increasingly prevalent that employees experience uncertainty at work (i.e., workplace uncertainty), which can hinder employees from effective functioning and, ultimately, making contributions to the organization. Drawing on uncertainty management theory, we suggest that ethical leadership can be a remedy that reduces employees' experienced workplace uncertainty. We further examine the performance implication of this effect by examining the indirect effect of ethical leadership on employees' organizational citizenship behavior (OCB) via employees' workplace uncertainty. In addition, we investigate how leaders' close monitoring, which ethical leaders may enact in the process of establishing ethics at work, influences the relationship between ethical leadership and employees' workplace uncertainty and, ultimately, the proposed indirect effect of ethical leadership. Using the data of 148 supervisor-subordinate dyads, we tested our proposed model. The results provided the support for most of our hypotheses, although the proposed moderated mediation was supported only for OCB toward the organization (OCBO). Our research offers new insight into how leaders should practice ethical leadership in the workplace.

Track 7: Strategic Management

I Don't Want to Take the Risk! Diversification and Risk-Taking

10:15 AM - 11:45 AM

Grand Ballroom - Salon C

Session Facilitator: Christine Kirkland (Florida State University)

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

Title: Feedback Persistence and Risk-Taking: A Behavioral Perspective

Authors: **Lakshmi Goyal**¹, Vikas Goyal¹

¹*Indian Institute of Management Calcutta, Indore, India, N/A, India*

The effects of organizational success and failures, assessed through performance below and above aspirations on a firm's learning processes and adaptive behaviors, have garnered significant research attention over the last few decades. However, research remains divisive about the potential influences of both success and failure on organizational risk-taking. Synthesizing arguments rooted in a behavioral theory of the firm and the organizational learning theories, this study reconciles divergent theoretical perspectives and empirical findings by proposing *success* and *failure persistence* as crucial determinants of firm risk-taking behavior. In particular, we propose a curvilinear relationship between success (failure) persistence and firm risk-taking, such that risk-taking by firms initially decreases (increases) and then increases (decreases) with an increase in success (failure) persistence. Using a dataset of publicly listed manufacturing firms from India, we find overwhelming empirical support for the above proposed curvilinear relationships and find evidence for the asymmetric influences of success and failure on firm risk-taking. Our research has implications for a behavioral theory of the firm and offers managerial guideposts for handling success and failure.

Title: Diversification Strategies among Business Group and M-form Firms and the Moderating Effects of Institutional Development on the Performance of these Strategy-Structure combinations

Authors: **Rajaram - Veliyath**¹, Saptarshi Purkayastha², Rejie George³

¹*Kennesaw State University, Roswell, Georgia*, ²*Indian Institute of Management Calcutta, Kolkata, WEST BENGAL, India*, ³*Indian Institute of Management Bangalore, Bangalore, Karnataka, India*

This study examines the effects of the business group (BG) form of organizational structure and the M-form divisional structure on diversification strategy performance outcomes. In addition, we also examine the moderating effects of the institutional environment using changes in level 4 institutional development indicators associated with the 'play of the game'. This captures the impact of institutional transitions and the decrease in voids on firms' abilities to successfully implement diversification strategies, accompanying the progressive liberalization of the Indian economy. Our sample comprised 5988 Indian companies examined during a sixteen-year time span. Our findings suggest that unrelated diversification strategies result in better firm performance when they are undertaken at the BG level. In contrast, related diversification strategies that are undertaken at the firm level by M-form firms lead to better firm performance compared to unrelated diversification undertaken by these firms. These findings indicate the BG-form structure's superior ability to exploit financial synergies in contrast to the M-form structure's superior suitability to exploit operating synergies. Our results provide preliminary evidence that an enhancement in level 4 institutional development indicators enhances firms' abilities to undertake unrelated diversification at the BG level and related diversification at the divisional level. Cumulatively, our work revisits the earlier 'strategy and structure' relationship stream of literature in an interesting setting and offers preliminary evidence of dynamic institutional effects on the strategy structure relationship and its implications on firm performance, as institutional voids are progressively reduced.

Title: Perspectives on Risk in Strategy: An Integrative Review

Authors: **Irina Stoyneva**, Thomas Jefferson University, Yardley, PA

In this paper I review the extant research on the topic of risk in the field of strategic management. I develop an integrative framework that enables the extraction and synthesis of the main findings. Using the proposed framework, I review the literature and identify six distinctive categories of risk conceptualizations or perspectives on risk. Within each category, the review further explores differences in levels of analysis, theoretical frames used, antecedents, dimensions and outcomes of risk. This review establishes some future areas of research, and identifies the implications for managers. The review further addresses the need to integrate prior knowledge in a cumulative manner thus contributing to the development of a coherent scholarship. It also advances our understanding and interpretations of the nature of risk.

Title: The Contours of Left-Skewed Performance Outcomes and Inverse Risk-Return Relationships: Theoretical Overview and Empirical Assessment

Authors: **Torben J. Andersen**, Copenhagen Business School, Frederiksberg, Frederikaberg municipality, Denmark

The contours of economic returns has long fascinated finance and strategy scholars following disparate research streams where some consensus seems to emerge that observed performance distributions are often left-skewed and display inverse risk-return relationships. We attempt to synthesize the seeming convergence of findings across these diverse fields of study providing a brief comparative overview of the extant literatures. The finance literature typically assesses performance as market returns that reflect future expectations whereas the strategy field adopts accounting measures that capture realized performance. The market and accounting based return measures should converge over time but may show (wide) periodic discrepancies. Using this as our backdrop, we outline major perspectives and rationales applied to explain observed return and risk characteristics noting commonalities and contradictions that we subsequently analyze empirically based on a representative cross-sectional sample of manufacturing firms over a 25-year period. We discuss common accounting practices to identify effects on return measures and examine possible effects of adaptive responsiveness, organizational structure, leadership traits, industry context, and economic conditions. We use the comprehensive dataset to assess the relationship between (extreme) negative outliers and inverse risk-return relationships across different industries and time-periods. Finally, a sub-sample of firms with extreme (negative and positive) return characteristics forms a basis to discern the plausibility of various theoretical rationales. The study strives to reconcile prevalent views and presents an integrative approach that can explain the empirical observations. This opens for promising research efforts to understand the links between adaptive strategic responses and effects on risk-return outcomes.

How to Evaluate Your Latent Variable Model

10:15 AM - 11:45 AM

Harris Brake

Speaker: Larry Williams, Founder and Director CARMA

This is an introduction to techniques and issues related to latent variable model evaluation. Topics to be covered include: overview of model evaluation, logic and computations for goodness-of-fit measures, model comparison strategies, analysis of residuals and other advanced techniques. (suggested pairing with "Testing measurement and path models using lavaan" taught by Robert Vandenberg).

Track 9: PDI or Symposium

Time to Play: An Interactive Symposium Exploring the Use of Gaming in the Classroom

10:15 AM - 11:45 AM

Arkansas Ballroom

Speakers:

Paul Johnson, University of Mississippi

LaKami Baker, Auburn University

John Harris, Georgia Southern University

Jeremy Meuser, University of Mississippi

Craig Armstrong, University of Alabama

Paul Drnevich, University of Alabama

David Tomczyk, Quinnipiac University

Josie Burks, University of Mississippi

Gabby Swab, Georgia Southern University

Ian Mercer, Fairleigh Dickinson University

This two-part panel symposium brings together management researchers with experience of the gaming industry to explore the use of gaming in management education. We focus on how educators can use gaming to increase student engagement and highlight the use of specific games in several different management courses including Leadership, Organizational Behavior, Human Resource Management, Entrepreneurship and Strategic Management as experiential learning activities. Guided by the facilitators, and through active participation, attendees will use commercially available games such as Dungeons and Dragons, and popular cultural references such as Harry Potter to illustrate management course material including diversity and individual differences. We give participants a hands-on experience of some of the games we have successfully used, both in a virtual and in person format, to creatively illustrate management material.

Track 9: PDI or Symposium

OBS at SMA: Using Open Broadcaster Software to Increase Professionalism in Online Teaching & Meetings

10:15 AM - 11:45 AM

White Oak

Speakers:

Timothy Madden, East Carolina University

Laura Madden, East Carolina University

Virtual work has become professional work. Meetings, classes, interviews, and even entire conferences are held online. This change in mode for high-stakes interpersonal interactions requires that participants look more professional in online environments. This session focuses on the free and open-source video program known as Open Broadcaster Software (OBS) to enhance professionalism and credibility. Attendees are encouraged to install OBS (obsproject.com) prior to this session to make improvements in real-time during the session. Participants will leave this session with a basic understanding of how OBS works and will receive a list of resources to assist with using the software.

Track Chair Lunch - By Invitation Only

11:45 AM - 01:15 PM

Pinnacle - Upper

Track 1: Entrepreneurship and Family Business/Technology & Innovation

Let's Get that Money: Research on Venture Capital Financing

01:15 PM - 02:45 PM

Ouachita

Session Facilitator: Nick Johnson (University of North Texas)

Title: Stakeholders, Enthusiasts or Advocates: The Impact of Backer Orientation on Post Funding Outcomes

Authors: Ruben Ceballos¹, wanrong hou², Edward Levitas³, **Sibin Wu**²

¹Angelo State University, San Angelo, Texas, ²University of Texas Rio Grande Valley, Edinburg, Texas,

³University of Wisconsin – Milwaukee, Milwaukee, Wisconsin

In this paper, we extend previous research on crowdfunding by focusing on backers and post funding outcome. Specifically, we propose that crowdfunding backers demonstrate three types of orientation: stakeholder, enthusiast, and advocate. Further we examine how the orientation affects backers' post funding satisfaction. Analysis of data from 312 crowdfunding backers shows that enthusiast orientation and advocate orientation lead to less post funding satisfaction while stakeholder orientation has positive effect. In addition, female backers with enthusiast orientation and advocate orientation are even less satisfied, while female backers with stakeholder orientation are more satisfied. Our study can potentially reconcile the debate on if crowdfunding is socially or economically driven.

Title: Keep Your Enemies Closer: The Appropriation Risk to Start-ups Receiving CVC Funding

Authors: **Thien Dong**, Georgia Institute of Technology, Atlanta, GA

Empirical findings of the performance implications for CVC-backed ventures are equivocal. We seek to answer how potential benefits of CVC investments for the investee venture may be compromised by the extent to which the latter is deemed as a direct competitor to the parent corporation in both commercial and technological terms. We employ unsupervised ML, CEM, IV estimation, and panel data to control for endogeneity. However, the negative effects are mitigated by the extent to which the venture's product boosts the demand for the parent firm's technology. Problem space overlap, and to a lesser extent, technology proximity, are positively correlated with the likelihood of the venture being acquired by the corporate parent, who is also expected to acquire the invested venture at a discount.

Title: Engaging with Angels: A Typology of Angel Investors and Their Decision Making Across Different Stages of the Investment Process

Authors: **Ashley Y. Roccapriore**¹, Melissa S. Cardon²

¹University of Tennessee at Knoxville, Knoxville, TN, ²Knoxville, TN

We take an inductive, process approach to understand how angel investor's personal motivations and goals influence their decisions to engage with entrepreneurs or other investors across different stages of the investment process. Our findings suggest that while angel investors have traditionally been considered a relatively homogeneous group, there are instead distinct differences among them. We develop grounded theory and a process model to explain three independent prototypes of angel investors (Economists, Individualists, and Altruists), how each prototype makes decisions, and the stage of the investment process they typically choose to engage in. Our process model also identifies differences in decision making styles (i.e., intuition- and rules-based reasoning) across the different prototypes and stages.

Title: How Do Startup Firms' Alliances Matter for Venture Capital Financing? The Role of Top

Management Team Human Capital

Authors: **Curtis Sproul**¹, Katia De Melo Galdino², David Dawley³, Matt Marvel⁴

¹Georgia Southern University, Statesboro, GA, ²Georgia Southern University, Statesboro, Georgia,

³West Virginia University, ⁴Ball State University

Relying on resource dependence and signaling theory, this study distinguishes between the role of horizontal and vertical alliances as important signals of startup quality, which should affect VCs investment decisions. Importantly, instead of relying on a simple count of alliances, we examine alliance intensity, which considers the different governance types and, consequently, the intensity of the interactions between the startup firm and its partners. Using 2,825 observations from private startup firms, we hypothesize and find that horizontal alliance intensity negatively affects VC funding, while vertical alliance intensity positively affects VC funding. Moreover, we show that these relationships are contingent on the human capital of the startup's TMT. While research emphasizes higher levels of TMT human capital, lower levels of TMT human capital may represent a more important boundary condition for VCs investment decisions.

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

Racial Diversity at Work and Activism Research

01:15 PM - 02:45 PM

Hoffman

Session Facilitator: Mackenzie Miller (West Virginia University)

Title: Ally? Nah, My Boss is My Opposer: The Anti-Black Racism Implications of Supervisor Authoritarianism

Authors: **Darryl Rice**¹, Shona Smith², Jamila S. Maxie³, Erica Johnson⁴

¹Miami University, Oxford, Ohio, ²University of Texas at Arlington, Arlington, TX, ³University of North Texas, Lewisville, TX, ⁴Case Western Reserve University

The goal of our studies is to extend workplace allyship and anti-Black racism research. Whereas prior research has focused on the positive impact of workplace allies on Black employees, we focus on the negative impact of workplace opposers on Black employees. We define an opposer as a person who belongs to an advantaged group engaging in acts that degrade the status of a disadvantaged group member. As such, we integrate the anti-Black racism implications associated with authoritarianism and position authoritarian supervisors as workplace opposers of Black employees. We rely on social information processing theory to explain how supervisor authoritarianism adversely impact Black employees' workplace thriving via decreasing psychological diversity climate. We also explain why this is particularly the case for Black employees with relatively low levels of psychological attachment to the workplace. Across a combination of field and experimental studies, we find support for our conceptualized model. Theoretical and practical implications are discussed.

Title: A qualitative study on the shifting perceptions of White women at work

Authors: **Kristina Tirol-Carmody**¹, Christina Li², Sarah Henry²

¹University of Kansas, Lawrence, KS, ²University of Oklahoma, Norman, OK

Intersectional race and gender research shows that White women, unlike women of color, are not associated with any race-specific stereotypes. Instead, they carry the race-neutral communal stereotypes ascribed to women in general. However, in 2020, as evident by its wide use across social media, White women became associated with a new stereotype: Karen. The attributes of Karen—a White middle-aged woman who is selfish and entitled, complains about trivial issues, and overreacts by

demanding to speak to a manager—are notably distinct from the traditional White women stereotypes. We conduct a qualitative study to examine whether and how the popularization of the Karen stereotype has affected White women’s work experiences. Based on data from 71 working professionals, we found that the workplace Karen stereotype generally aligns with that of Karens in the media. Yet, while Karens in the media notoriously speak out for self-serving purposes, we find that workplace Karens often also speak out on behalf of their colleagues, work-unit, or organization to highlight potential issues in the workplace—what is commonly note as prohibitive voice, albeit attributed with different intentions (prosocial vs. self-serving). As our results indicated that White women are more susceptible to being labeled as a Karen when they engage in such behaviors, it is likely that this stereotype may lead to the penalization of White women at work, as well as to negative organizational consequences, even when they are engaging in supposedly prosocial work behaviors. *Keywords: intersectionality, stereotypes, gender, race, social issues*

Title: Activism Research in Management: A Review

Authors: **Mavis Tang**, University of North Texas, Denton, Texas

Activism research within the field of management has drawn an increasing amount of attention from scholars and practitioners alike. However, there has not been a systematic review that looks at the development of activism research in management and considers the characteristics of the various types of activism, so the question of how activism research in management has evolved in the past 10 years remains. This review aims to answer this question. I divide the types of activism mentioned in literature into three categories: actor-oriented, beneficiary-oriented, and nature-oriented activism, and create a conceptual model based on the categories. From the three aspects, I organize the articles by their theoretical foundation and provide an overview of the state of activism research in management. This review offers insights on how activism research has developed and contributed to management studies in the past decade; it provides directions for future research and implications for practitioners.

Title: Understanding the Digital Impact of Black-owned Businesses Through Co-Hashtag Analysis

Authors: **Fredrick Rice**¹, Shona Smith²

¹University of Texas at Arlington, Arlington, Texas, ²University of Texas at Arlington, Arlington, TX

The social and economic roles played by black-owned businesses make them central to physical and digital realities of the black community. However, very little has been studied concerning the ways that advocates of black-business curate social media narratives regarding the value of black-owned businesses. The current paper applies network analysis to Twitter hashtags over a five-year period to explore the implication of this discourse, both in terms of its digital and physical characteristics.

Track 6: Organizational Behavior

You Can't Spell "Team" Without M and E

01:15 PM - 02:45 PM

Grand Ballroom - Salon B

Session Facilitator: Jamila Maxie (University of North Texas)

Title: What's In a Team? Team Identity, Team Cooperation, and Team Performance

Authors: **Jamila S. Maxie**¹, MaQueba Massey², William Luse³

¹University of North Texas, Lewisville, TX, ²Jackson State University, Jackson, MS, ³University of La Verne, La Verne, California

Individual and group-level identity have been shown to independently impact team performance. However, their simultaneous influence on teams is not well understood. The current research draws on social identity theory and group-level identity theory to examine how individual and team-level identities impact team performance. Three consecutive seasons of data from the National Basketball Association's 30 member teams were used to test hypotheses. Results indicate that teams containing more members who identified with their given team performed better over time. This suggests that over time, teams benefit from having members that identify with their organization.

Title: Effects of Personality on Leader Emergence in Virtual Teams: An Integrative and Longitudinal Investigation

Authors: Biying Yang¹, **Chun-Han Chao**², Fuhe Jin³, Chou-Yu (Joey) Tsai¹, Yonghong Liu⁴, Vasyl Taras⁵

¹*Binghamton University, State University of New York, Binghamton, NY*, ²*Binghamton University, State University of New York, Binghamton, New York*, ³*Binghamton University - State University of New York, Vestal, NY*, ⁴*University of North Carolina at Greensboro, Greensboro, NC*, ⁵*University of North Carolina at Greensboro*

Leader emergence is the process in which team members emerge as leaders when they complete leader-like work duties for their teams. Previous studies have found that Big-Five personality traits are associated with leader emergence and that in conventional teams, conscientiousness and extraversion could consistently and positively predict leader emergence, whereas neuroticism was detrimental to leader emergence. Nevertheless, findings in virtual teams are not as consistent as those in conventional teams. To address these inconsistent findings, we draw on the extant personality and leader emergence literature and assert that leader emergence involves both leaders and followers and evolves over time. Accordingly, we investigate how the Big-Five personality traits affect virtual team members' tendency of becoming leader/follower at the early, intermediate, and late stages of team interactions. Our findings indicate that while conscientiousness and extraversion positively and consistently predict leader emergence across all stages, neuroticism only positively predicts leader emergence in the intermediate and late stages of team interactions. In addition, neuroticism negatively influences members' willingness to follow at the intermediate stage. Our findings unveil that leader emergence is a dynamic and interactive process in which different members can take the roles of a leader or a follower at different stages.

Title: Temporal Changes in Team Efficacy Perceptions in Virtual Teams: The Moderating Role of Emotion Regulation

Authors: **Etka Topaloglu**¹, Fuhe Jin², Chou-Yu (Joey) Tsai³, Yonghong Liu⁴, Vasyl Taras⁵

¹*Binghamton University, Vestal*, ²*Binghamton University - State University of New York, Vestal, NY*, ³*Binghamton University, State University of New York, Binghamton, NY*, ⁴*University of North Carolina at Greensboro, Greensboro, NC*, ⁵*University of North Carolina at Greensboro*

Progress in the globalization of work, technology, and virtual communication tools lead to alternative workgroups instead of conventional face-to-face teams: virtual teams. Increased efforts in workplace research have accounted for issues related to team efficacy in workplaces; however, there is room for theoretical and empirical analysis of virtual teams since there is a limited theory regarding these teams. Furthermore, longitudinal aspects of efficacy are neglected in both face-to-face and virtual team research. This manuscript presents a longitudinal explanation for individual perceptions of team efficacy in virtual teams and analyzes the impacts of individual differences (i.e., emotion regulation). Our sample consists of undergraduate and graduate students assigned to virtual teams in which they completed a marketing project. Based on the analysis of 3037 subjects nested in 866 different virtual teams, our results show that team efficacy perception is a construct that resides at the individual level, and this

construct represents a reversed U-shaped change over time in virtual teams.

Track 6: Organizational Behavior

I Got a Feeling: Exploring Humor, Hope, Envy, & Nostalgia

01:15 PM - 02:45 PM

Grand Ballroom - Salon A

Session Facilitator: Joochan Lee (Troy University)

Title: Are Humorous Frontline Employees Hotels' Secret Weapons? Investigating the Impact of Employee Sense of Humor

Authors: **Xinyu Liu**¹, Long-Zeng Wu¹, Yijiao Ye², Ho Kwong Kwan²

¹Xiamen, China, ²Shenzhen University, Shenzhen, China

Despite the burgeoning research on leader sense of humor, the extant humor literature neglects the impact of employee sense of humor in the workplace, especially in the hospitality industry, an important yet understudied context. Based on person–environment fit theory, our research examines why and when employee sense of humor can influence frontline hospitality employees' service performance. Our multi-wave study of 232 frontline hospitality employees in two five-star Chinese hotels unveil that employee sense of humor promotes service performance by enhancing person–service job fit. Moreover, customer contact frequency strengthens the direct effect of employee sense of humor on person–service job fit and the indirect effect of employee sense of humor on service performance through person–service job fit. Our research underlines the benefits of employee sense of humor in the workplace and the pivotal role of humorous frontline employees in hospitality organizations.

Title: To Hope is to Risk: Hope, Risk-taking, and the Creative Process

Authors: **Chaitali Kapadia**¹, Sibel Ozgen²

¹Florida International University, Miami, FL, ²Florida International University, Miami

The creative process can be long and arduous, and, yet we lack a clear understanding of individuals' day-to-day creative process engagement. Drawing on the appraisal-tendency framework, we propose that daily hope, above and beyond other positive emotions, drives daily engagement in the creative process, and does so through higher daily risk-taking propensity. We also predict that the relationship between daily hope and risk-taking will be stronger for individuals who have higher (vs. lower) overall confidence in the project's success. To test our hypotheses, we conducted an experience sampling study with individuals working in academic research laboratories whom we surveyed for three consecutive work weeks. Findings provide support for our predictions. We discuss the theoretical and practical implications of this research.

Title: The green eyes of my coworkers in service organizations: The impact of being envied by coworkers on service outcomes

Authors: Xinyu Liu¹, Long-Zeng Wu¹, **Yijiao Ye**², Luanyu Liu²

¹Xiamen, China, ²Shenzhen University, Shenzhen, China

Drawing upon self-determination theory (SDT), we examined whether, how, and when the effect of being envied by coworkers influences frontline employee service outcomes. Results from a field study of 208 frontline service employees in five Chinese hotels demonstrate that being envied by coworkers undermines frontline employees' service performance and proactive customer service performance (PCSP). Moreover, harmonious passion (HP) fully mediates the association between being envied by coworkers and service performance, and partially mediates the association between being envied by

coworkers and PCSP. Furthermore, core self-evaluation (CSE) weakens the direct impact of being envied by coworkers on HP, and the indirect impacts of being envied by coworkers on service performance and PCSP through HP. Our findings provide new theoretical insights for future research, and offer managerial implications for organizations and managers in the service industry.

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

****Best Paper Overall****

Title: Longing for the Past: The Dual Effects of Daily Nostalgia on Employee Performance

Authors: **Jessica Methot**¹, Kevin Rockmann², Emily Rosado-Solomon³

¹Rutgers University, Piscataway, New Jersey, ²George Mason University, ³California State University Long Beach

Employees' daily work routines (e.g., commutes, lunch breaks, conversations with coworkers) are vital rituals that create order and meaning. However, employees frequently experience abrupt changes to how their work lives operate, which can generate discontinuity and spark a sense of nostalgia—a sentimental longing for the past. In this study, we draw from the emotion-centered model of work behavior and the dual nature of ambivalence to explore countervailing effects of daily nostalgia on employee performance. In a sample of employed adults recruited from a Northeast US University's alumni database and LinkedIn ($n = 109$), we used an experience sampling method (ESM) to capture within-individual variation in nostalgia over three weeks. Results of multilevel path analysis showed, on one hand, nostalgia increased employees' enactment of approach strategies (e.g., reappraising one's situation), which translated into heightened organizational citizenship behaviors (OCB); on the other hand, nostalgia increased employees' enactment of avoidance strategies (e.g., procrastination), which reduced daily task performance and increased daily counterproductive work behaviors (CWB). Unexpectedly, results showed higher trait-level future temporal focus exacerbated the positive effect of nostalgia on avoidance strategies. Taken together, results suggest nostalgia embodies a complex mix of ambivalent emotions that impact individuals' response strategies and, ultimately, performance.

Track 7: Strategic Management

I'm The Boss! CEO Personality and Relationships

01:15 PM - 02:45 PM

Grand Ballroom - Salon C

Session Facilitator: Malak Malibari (University of Texas at Arlington)

Title: Unlocking the Role of Celebrity Directors in the Relationship Between Celebrity CEO and Risk-taking

Authors: **Shuaijun Zhang**¹, Wanrong Hou², Sibin Wu¹

¹University of Texas Rio Grande Valley, Edinburg, Texas, ²University of Texas Rio Grande Valley, Edinburg, TX

The Board-CEO relationship is central to corporate governance, yet the role of celebrity directors is missing from the celebrity CEO research. This paper attempts to explain the double-edged effect between celebrity CEO and risk-taking by introducing celebrity directors. Based on a sample of S&P 1500 companies from 2010 to 2016, our empirical analysis shows that the relationship between celebrity CEO and risk-taking is contingent on celebrity directors. Moreover, the moderating effect of celebrity directors on the relationship between CEO and risk-taking depends on CEO duality and independent directors. Our findings not only contribute to agency theory and resource dependence theory but also extend the understanding of the phenomenon of the co-existence of celebrity CEO and celebrity directors in corporate governance.

Title: Co-CEO collective agreeableness and firm outcomes: A system dynamics approach

Authors: **Ke Gong**¹, Ali Dogru¹, Chao Meng¹, Sebastian Cortes Mejia², Joel F. Bolton¹

¹University of Southern Mississippi, Hattiesburg, MS, ²Hope College, Holland, Michigan

The personality of two co-CEOs may shape their collaboration dynamics that affect firm outcomes. Nevertheless, this critical processual aspect of co-leadership remains underexplored. Drawing upon the CEO psychology literature, we theorize how co-CEO agreeableness affects key firm outcomes and use computational simulation to validate the theoretical model. Based on the system dynamics approach, our simulation results confirm that if two co-CEOs are equally agreeable (i.e., both having low or high agreeableness degrees), as the agreeableness level increases, firm financial performance and organizational learning increase due to enhanced cooperation. However, after reaching a zenith, financial performance drops due to excessive collective agreeableness. Furthermore, if a co-CEO is disagreeable, (1) the other party must be agreeable to avoid undesirable firm outcomes, (2) financial performance increases as the relative power of the disagreeable co-CEO increases due to the positive impact of the power gap in forced cooperation, and (3) the level of organizational learning depends on the agreeableness of the other co-CEO.

Title: Which Matters More from Exploitation to Exploration, What or Who CEOs Know?

Authors: **Jinxin Yang**¹, Sergio A. Grove², Mengge Li¹

¹The University of Texas at El Paso, El Paso, Texas, ²University of Texas at El Paso, Manchester, CT

Prior research has suggested that firms that successfully leverage organizational ambidexterity via adjusting exploitation- and exploration-oriented innovation at the right time can achieve continuous competitive advantages. However, it might also lead to dire consequences of firm performance loss and even failure when firms transition from exploitation to exploration. Using a CEO level of analysis, we argue that CEO social network embeddedness is conducive to attenuating the firm performance loss due to exploration transition. In addition, we expect CEO cognitive complexity as an important contingent factor in the context of exploration transition to boost firm performance. We test hypotheses by using a sample of U.S. S&P 1500 firms in the high-tech industry and our claims basically receive support. Our study has important implications for research on exploration transition, firm performance, and senior strategic leadership.

Title: How CEO Personality Impacts Dismissal Decisions after Negative Investment Analyst Recommendations

Authors: Cameron J. Borgholthaus¹, **Chris Tuggle**²

¹Southern Illinois University - Edwardsville, Edwardsville, IL, ²University of Central Arkansas, Conway, AR

We propose that CEOs have the ability to influence a board's dismissal decisions when financial analysts make recommendations to sell the firm's stock. We theorize how a CEO's personality can evoke mood contagion during corporate board meetings, prompting directors to make more or less favorable decisions for the CEO's ability to be retained by the firm. Specifically, we argue that because extraverted CEOs are high in positive affect, they are able to persuade the board that their ability to lead the firm in the future is great. On the contrary, neurotic CEOs experience high levels of negative affect, and will be unable to do so, as directors are adversely affected by the CEO's negative tone.

Track 8: Innovative Teaching/Management Education

All Fun and Games: Promoting Student Learning with Skits, Role-Playing Games, and Boardgames

01:15 PM - 02:45 PM
Chicot

Session Facilitator: Michelle Montague-Mfuni (University of Richmond)

Title: Creation & Succession: Storytelling to Promote Experiential Learning in Family Business Education

Authors: **R. Gabrielle Swab**¹, Chelsea Sherlock², Ian S. Mercer³, John Harris⁴

¹Georgia Southern University, Baltimore, MD, ²Mississippi State University, Mississippi State, MS, ³Fairleigh Dickinson University, ⁴Georgia Southern University, Statesboro, GA

In this manuscript, we introduce the creation of a family firm as a role-playing activity in the family business classroom. Students created a family firm to write about over the course of 100 years, serving to develop students' skills in decision making, weighing and assessment of choices, and communicating about challenges among generations in the family firm, while practicing their creative writing skills. Students were asked to consider the given scenarios through the viewpoint of the firm, as the object, reflecting on the various considerations across the lifetime of the family firm. Along with the introduction of the activity, we detail how this role-play influences the family business classroom as a novel learning experience. We provide examples of its use in covering all segments of Bloom's Taxonomy of learning, and also provide student statements and feedback regarding the benefits they received throughout the semester.

Title: Using Escape: Curse of the Temple to Teach Management Related Concepts

Authors: **Ian S. Mercer**¹, David Tomczyk², R. Gabrielle Swab³, John Harris⁴

¹Fairleigh Dickinson University, ²Quinnipiac University, ³Georgia Southern University, Baltimore, MD, ⁴Georgia Southern University, Statesboro, GA

This article outlines the use of the tabletop boardgame, *Escape: The Curse of the Temple* published by Queen Games and commercially available, as a resource for use in management courses. In *Escape*, participants must collect treasure and escape an ancient temple before it collapses, trapping them forever. We detail how this can be used in management classrooms to teach both organizational behavior topics such as leadership, decision making, teamwork, and goal setting strategies, as well as strategic concepts such as mission, vision, and strategy. We provide an overview of the game, suggested uses in specific teaching scenarios, and analyze the potential strengths and weakness of this resource.

Title: Teaching promotive and prohibitive voice using skits: An experiential exercise

Authors: **Robert Chico**¹, Mai Trinh²

¹Arizona State University, North Aurora, Illinois, ²Arizona State University

The use of skits in the classroom is a great method to teach promotive and prohibitive voice behaviors. In this experiential exercise, we propose the use of student-performed skits to teach voice behaviors in management classes. We design the activity following Kolb's experiential learning theory and take students around the learning cycle holistically by letting them experience, reflect, think, and experiment. Management educators can use this exercise in a variety of topic areas such as leadership, interpersonal communication, teamwork, negotiation, human resource management, feedback-seeking and giving, organizational development, and organizational assessment.

Track 9: PDI or Symposium

Qualitative Comparative Analysis

01:15 PM - 02:45 PM

Harris Brake

Speaker: Thomas Greckhamer, Louisiana State University

This PDI offers an introduction to Qualitative Comparative Analysis (QCA), an approach that has rapidly gained in popularity in management studies. I will provide a general overview of QCA's set theoretic foundations and logic. I will also introduce the basics of crisp set (csQCA) and fuzzy set (fsQCA) approaches and illustrate these approaches' potential for research on management and organizations.

Track 9: PDI or Symposium

A Workshop On Scale Development And Validation Best Practices

01:15 PM - 02:45 PM

Neosho

Speakers:

Claudia Cogliser, Texas Tech University

Stephanie Castro, Florida Atlantic University

Lisa Schurer Lambert, Oklahoma State University

Larry Williams, Founder and Director CARMA

In all scientific fields, accurate measurement of the constructs we study is critical to the advancement of knowledge. Over the years, multiple reviews have criticized research in management for a general lack of attention to construct measurement validity, with particular criticism of survey measurement scales. We believe this criticism is accurate and hope to improve the state of our field by providing researchers a simple, psychometrically-sound programmatic approach to help them establish construct validity for new scales (and evaluate the validity of existing scales). The first half of the session will focus on establishing a general understanding of construct validity as well as best practice approaches to evaluating construct validity. The second half of the session will be "hands-on", conducted in small break-out groups, providing participants an opportunity to apply this information and work on their own measures as well as the opportunity to pose any questions they may have to facilitators.

Track 9: PDI or Symposium

What are the Opportunities for Management Education Scholarship?

01:15 PM - 02:45 PM

White Oak

Speakers:

Jennifer Leigh, Nazareth College

Gordon Schmidt, University of Louisiana Monroe

Megan Gerhardt, Miami University

This interactive PDI workshop is designed as both a 'Meet the Editors' informational opportunity and a developmental incubator for attendees to learn about opportunities in management education scholarly work and develop their own ideas. Members of editorial teams from three management education journals, Academy of Management Learning & Education (AMLE) the Journal of Management Education (JME), and Management Teaching Review (MTR) will share insights on authoring for management education publications. The session will cover different types of contributions and give an opportunity for attendees to brainstorm ideas or get developmental feedback on existing ideas for future scholarship.

Snack Break @ Café SMA

2:45 PM - 3:15 PM, Oct 20

Riverview

*Sponsored by the Coggin College of Business at the University of North Florida***Track 1: Entrepreneurship and Family Business/Technology & Innovation****The New Gold Rush: On Antecedents and Outcomes of Innovations**

03:15 PM - 04:45 PM

Ouachita

Session Facilitator: Yi Zhang (Oklahoma State University)**Title: Managing Product Recalls: The Effect of Innovation Capability on the Likelihood of Product Recalls under Different Industry Competitiveness**Authors: **Marwan A. Al-Shammari**¹, Kilho Shin², Kyung-Ah (Kay) Byun³¹7307 Harpers Ridge lane, Tyler, TX, ²Niagara University, NIAGARA UNIVERSITY, New York,³University of Texas at Tyler, Tyler, TX

In terms of the number of product recalls, many industries have shown either decreasing or increasing trends over time, and understating some causes of the varying trends is of particular importance. This study suggests that one of the possible causes leading to the industry dynamics of product recalls is the growing intensity of industry competition in innovation. To verify the contention, this study first investigates how innovation capability influences product recall incidents. Even though firms generally benefit from a higher level of innovation capability, they would also need to compromise between innovation and product reliability. This study then examines how firms face their product recalls in industries where the degree of competition is extreme. Understanding the role of industry competition is noteworthy as an organizational outcome is affected by not only internal factors but also external ones. Finally, this study addresses the effect of industry competitiveness on the relationship between innovation capability and product recalls, suggesting that the relationship is more salient in a less competitive industry than in a highly competitive industry. This study empirically tests the theoretical model with panel data from 2004 to 2013 in the Consumer-Packaged Goods (CPG) industry of the U.S.

Title: Incumbents' deadly sin? Corporate Envy and the response to competitive threats from disruptorsAuthors: **Clau Sganzerla**, Texas Tech University, Lubbock, Texas

One of the dominant strategies deployed by incumbent organizations to respond to competitive threats is corporate entrepreneurship. When threats are imposed by disruptors, incumbents struggle to recognize and to decide upon appropriate response strategies. These threats have been explained by the *disruptive innovation* theory; whereas the defense put in place by incumbents is predominantly based on some form of *corporate entrepreneurship* strategy. Despite the progress of both fields, theory has not sufficiently explained why incumbents struggle and, often, fail to recognize and react to disruptive threats. Thus, the apparently isolated way with which research has treated both sides of this *battle*—i.e., disruptors versus incumbents—offers opportunity for new theoretical insight that explains the *process by which incumbents identify the threats and decide upon a specific path to respond to disruptors*. From the standpoint of the incumbent, this decision requires both self-assessment of its own capabilities and appraisal of disruptor's competitiveness. This evaluation process, which occurs at the organizational level, is analogous to the social comparison process at the individual level, where

feelings of envy are likely to arise. Therefore, I introduce the concept of *corporate envy* at the organizational level which enables a more nuanced understanding of how incumbents make strategic choices under disruptive competition. I propose that corporate envy at organizational level has broader implications to advance strategic decision-making and dysfunctional organizational behavior theories. I also explain how this underexplored and implicit decision criterion can impact relevant strategic decisions such as resource allocation and risk-taking.

Title: Market and Technological Uncertainty: Consequences to Imitative and Disruptive Entrepreneurship

Authors: **Fernando M. D'Andrea**¹, Per Bylund², Steve M. Trost³

¹Oklahoma State University, Stillwater, OK, ²Oklahoma State University, ³Oklahoma State University, Stillwater, Oklahoma

Uncertainty, understood as ignorance about the future, is fundamental to entrepreneurship. Leveraging on Schumpeter theoretical suggestions, we distinguish between market and technological dimensions of uncertainty and test individual's willingness to commit resources to take an entrepreneurial venture to the next level under varying types and degrees of risk and uncertainty. We use self-report survey responses from two 2x2 full-factorial conjoint experiments ($n_1=1,032$, $n_2=638$) and paired-t-tests to compare the propensity to pursue entrepreneurial action under each scenario. The propensity to act under perceived market and technological risk was significantly greater than in the other three scenarios ($p<.001$); the lowest propensity to act was found under conditions of perceived market and technological uncertainty ($p<.001$). With harmonized wording for the treatments across the vignettes, the propensity to act is found to be greater under market risk / technological uncertainty as compared to market uncertainty / technological risk ($p<.001$). Results support the Schumpeterian view that market and technology are perceived as different sources of uncertainty, as well as the Mengerian view the market dimension is more relevant to entrepreneurial action than the technological. Further, based on the sources of uncertainty, we provide empirical evidence for the distinction between imitative and disruptive entrepreneurship, and suggest developments to be made in the intersection between entrepreneurship, innovation and policy literatures.

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

Diversity: Gender, Age, and So Much More

03:15 PM - 04:45 PM

Hoffman

Session Facilitator: Catrina Johnson (Kent State University)

Title: Does Gender Diversity Matter in Entrepreneurial Teams?

Authors: **Kyoung Yong Kim**¹, Riki Takeuchi², Kevin D. Clark³

¹Villanova University, Villanova, PA, ²The University of Texas at Dallas, ³Villanova University

Although there has been a significant advancement in gender diversity literature in the last four decades, research is still lacking concerning how gender diversity impacts organizational failure. Bridging two different perspectives on gender diversity – the social categorization view and cognitive models of variation – and based on the gender leadership literature, we investigate the influence of gender diversity on organizational failure, as moderated by primary owner gender, team size, and ownership structure. Using panel data of 3,499 venture teams, we found that gender diversity was negatively related to organizational failure. In support of our predicted three-way interactions, we also found that primary owner gender (i.e., female) moderated the gender diversity-organizational failure relationship, and this moderating effect was further strengthened by team size or male equity

ownership. Specifically, gender diversity reduced the probability of organizational failure when the primary owner was female *and* team size was large, or male equity ownership was high. Findings were robust to controlling for potential endogeneity. Theoretical and practical implications are discussed.

Title: Reactivity to Sexism among Women in Male-Dominated Occupations: The Moderating Role of Self-Leadership

Authors: **Mackenzie J. Miller**¹, Christopher B. Neck², Jeffery D. Houghton¹

¹West Virginia University, Morgantown, WV, ²West Virginia University, Morgantown, West Virginia

Women in male dominated organizations (MDOs) experience heightened reactivity to sexism because the salience of their gender identity becomes enhanced in male-dominated fields. Troublingly, this reactivity holds undesirable performance implications for women experiencing sexist events through its augmentation of burnout perception. While we acknowledge that the burden of eradicating sexism does not fall on women, but rather society as a whole, this paper seeks to provide a method by which women may attenuate the negative effects of sexism. In pursuit of this goal, we present a two-stage process model conceptualizing how the individual influence process of self-leadership may both attenuate women in MDOs reactivity to sexist events as well as buffer the negative effects on burnout and performance once a reaction has occurred.

Title: Leveraging Diversity: The Integral New Normal in Business

Authors: **Debra A. Beazley**, University of Lynchburg, Lynchburg, Virginia

In order to attract and retain the best talent, organizations must have the sophistication to employ diversity and inclusion practices that are more complex than those found in traditional management theory. The ideas of workplace satisfaction and employee motivation is challenged in order to facilitate a more diverse, highly skilled, and creative workforce. The new normal requires orientation in a new and unique way to sustain the needs of a multifaceted and heterogeneous, inclusive workforce. The increasing multivariate nature of diversity – including multiple forms of acquired diversity such as cognitive diversity, educational or socio-economic background, diversity of thought, and intersectionality of being human are the new normal in diversity and inclusion strategies. This paper examines diversity and inclusion conceptually through the lens of human nature, needs, behaviors, motivators, satisfiers, values, and worldviews. Concepts derived by Graves, Beck and Cowan, Maslow, and Herzberg are used to discuss diversity in an overarching context. Discussion considers the demands of the post-pandemic workplace and the greater levels of complexity problem-solving, multi-dimensional and dialectic cultural orientation, and values shift association with the emergence of Millennial and Generation Z groups. Organizations working from a higher, creative, dualistic perspective, view diversity as a values' sphere not concerned with race, gender, or age but the cognitive diversity and unique contribution of the individual.

Title: The implications of age for newcomers' network patterns and socialization

Authors: **Elise Yu**, Oklahoma State University, Stillwater, OK

How do individual adjustment outcomes vary with age after they enter a new organization? Despite a prominent phenomenon of the age-diverse composition of the workforce, research on the role of age in organizations remain scant. Integrating Socioemotional Selectivity Theory (SST) and literature on social networks, the current study explores age-related differences in network patterns in the context of organizational socialization. To be specific, I provide network-based explanations on why age may benefit or hinder two distinctive socialization aspects: task mastery and social integration. Among a wide range of network dimensions, I focus on network intimacy, size, and homophily to demonstrate age-driven effects on newcomers' network patterns and the following impacts on task mastery and social integration. I aim to contribute to research on age, socialization, and social networks by

overcoming the age-blind view of existing scholarship and by explaining age-specific effects on network patterns after the organization entry.

Track 7: Strategic Management

It's All About Relationships! Corporate Political Activity and Strategic Change

03:15 PM - 04:45 PM

Grand Ballroom - Salon C

Session Facilitator: Justin Pepe (Florida State University)

Title: Regulatory alignment capability and corporate political activity

Authors: **Christopher Pryor**, University of Florida, Gainesville, Florida

Firms are devoting increasingly significant time and capital to influence their legal/political environments. Researchers have attempted to understand how and why firms may rely on corporate political activities (CPA), and while this research has led to important findings, the theoretical and empirical link between CPA and firm performance remains elusive. Therefore, scholars have called for a finer-grained understanding of the mechanisms that link CPA to performance. In response, this paper explains how firms use CPA to loosen their regulatory bonds in order to exploit a greater number of opportunities, and, in turn, obtain performance benefits. We also explain why firms exhibit various levels of benefits from their CPA – namely, firms may develop and deploy regulatory alignment capability, which is composed of a set of activities that helps them work with, understand, and comply with government agents. Hypotheses are tested on a sample of 257 commercial banks, and findings suggest that deploying regulatory alignment capability may help firms obtain performance benefits from opportunity exploitation, regulatory alignment capability tends to reduce the initial number of opportunities exploited.

Title: Who Needs the Government? An Analysis of Managerial Ability and Corporate Political Activity

Authors: Marwan A. Al-Shammari¹, **Lee W. Brown**², Soumendra N. Banerjee³, Christopher M. Harris⁴
¹7307 Harpers Ridge lane, Tyler, TX, ²Texas Woman's University, NORTH RICHLAND HILLS, TX,
³Misericordia University, Dallas, PA, ⁴Texas Woman's University, Denton, TX

Firms engage in corporate political activity in an attempt to have a voice in the policy conversation. Firm corporate political activity has been studied almost exclusively at the firm level, and only recently have the CEOs characteristics been considered. We suggest that CEO ability will influence how firms behave in political markets. Our findings support this suggestion in that CEO ability is curvilinearly related to lobbying breadth of the firm. This relationship is moderated by the firm performance aspiration gap.

Title: On narrative construction: How control and resistance shape strategic change

Authors: **David Moura**¹, BRYANT A. HUDSON²

¹Elon University, Durham, NC, ²Institut d'Économie Scientifique Et de Gestion, Paris

Organizational narratives can be useful when implementing strategic change because they enhance audiences acceptance of change. However, strategic change does not always go according to plan. In this paper we conduct an inductive longitudinal case study of a university's struggle to construct a narrative intended to engender strategic change. Our analysis reveals that the infrastructure that enables acceptance of the narrative construction also attracts new stories, actors, and actions that threaten further acceptance. This in turn helps us explain why some actors may become ill-prepared to guide the narrative forward once it takes hold and how this may create opportunities for resistance to

become part of the narrative construction.

Title: Who Obtains Political Exemptions?: An Analysis of Steel Tariff Exemption Requests

Authors: Vivienne Born¹, **Lee W. Brown**², Dinesh Hasija³

¹Texas Woman's University, Denton, TX, ²Texas Woman's University, NORTH RICHLAND HILLS, TX,

³Augusta University, Martinez, GA

In this paper, we examine firm exclusion requests from the Section 232 steel tariff executive order signed by President Donald Trump in March of 2018. The Department of Commerce instituted an exclusion process in which firms could get exclusions from the import tariffs if no US steel producer was able to produce the amount and type of steel that they need. In addition, US steel producers are able to object to an import exclusion request and indicate their ability to fulfill the steel request. We examine both firm interaction through exclusion requests and objectives, as well as country-level influences on the likelihood that an exclusion request will be approved. Using a dataset of 163,522 exclusion requests, we find that the amount of steel requested increases objection frequency, and objections greatly decrease the Department of Commerce's likelihood of rejecting an exclusion request. In addition, both trade and political affinity country-level variables influence the Department of Commerce's willingness to accept or reject an exclusion request.

Track 8: Innovative Teaching/Management Education

Communities as a Context: Consulting with Local Communities, Learning from International Communities, and Developing an Inclusive Classroom Community

03:15 PM - 04:45 PM

Chicot

Session Facilitator: Marla White (University of Texas at Arlington)

Title: ANTIRACIST LANGUAGE PEDAGOGY AND ANTIRACIST WRITING ECOLOGIES

Authors: **Jay O'Toole**¹, Tanja R. Darden²

¹Old Dominion University, Norfolk, VA, ²Towson University, Columbia, MD

In this Innovative Teaching Session, we will introduce participants to the role of management education and learning in recognizing, resisting, and ultimately alleviating socio-economic inequalities through Antiracist Black Language Pedagogy and antiracist writing ecologies as pillars of a learning paradigm and antiracist assessment ecology. Implementing Antiracist Black Language lessons and grading contracts create a more inclusive classroom culture, gives students a voice in the classroom, and emphasizes learning as a process rather than an outcome. These innovations will be introduced through the use of a brief, engaging 10-minute interactive lesson on Linguistic Justice followed by a brief 5-minute overview of how the lessons on Linguistic Justice fit into the overarching grading contract. The Linguistic Justice lesson asks participants to read two language samples, free-write about their associations, and discuss their initial thoughts about the two language samples. These conversations then tie into the scaffolding of writing projects that emphasize writing as a process instead of writing as an outcome that ultimately places a much greater emphasis on analysis, synthesis, and evaluation of higher-order skills over knowledge, understanding, and application of lower-order skills.

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

Title: Connecting Students with Community: School Bus Driver Consulting Project

Authors: **Sarah Lueke**, University of Arkansas, Fayetteville, AR

School districts around the country are struggling to attract and retain school bus drivers. Even in an environment where almost all employers are fighting for talent, their situation has unique characteristics based on the nature of the job, tight budgets, and legislative constraints. This presentation will describe a collaborative project between our local school district and students enrolled in Organizational Staffing classes. Students worked in teams to serve as consultants and make recommendations to the school district. They gained practical experience and furthered their understanding of course material through the experiential learning process and our clients received innovative recommendations from the teams. Details of the project, outcomes, and lessons learned will be provided.

Title: Vignettes as an Instructional Strategy in Experiential Learning for Sustainability Topics

Authors: **Michelle A. Montague-Mfuni**¹, Darline Augustine²

¹University of Memphis, Memphis, TN, ²CUNY, Brooklyn, New York

Experiential learning aims to improve the instructional design of courses and facilitate students learning. Vignettes, a method that can elicit perceptions, opinions, beliefs, and attitudes from responses or comments to stories depicting scenarios and situations (Barter and Renold, 1999), can serve as an important tool to help students with informational processing of nuanced topics such as sustainability. There are three major archetypes in sustainability scholarly articles: a) shareholder maximization theory; b) institutional relevance, influence, and legitimacy theories; and c) societal, environmental, and ethical conceptual principles. Our session aims to contribute to the enhancement of business school curricula on sustainability by introducing students to sustainability topics such as diversity and inclusion, governance, and social justice in a setting that is different from the US context – specifically, Black Economic Empowerment (BEE) in South Africa. By allowing for debate regarding policy strategies that are in another environmental context, discussants are more likely to be objective and discover solutions for the challenges that they encounter in their domestic locale. Business schools can encourage faculty and students to discuss alternatives that provide balanced recommendations that transform teaching and learning styles. Vignettes not only offer an effective tool for the informational processing of complex ideas, but they can also serve as a method of assessment for student learning.

Rumble in the Rock: Is Leadership Research Actually Useful?

03:15 PM - 04:45 PM

Conway Lecture Hall

Session Facilitator: Timothy Munyon, University of Tennessee

Speakers:

Claudia Cogliser, Texas Tech University

Nikos Dimotakis, Oklahoma State University

Are you ready to RUMBLE? Get ready for the first annual SMA Hot Topic Debate!! Leadership is one of the most researched topics in the organizational sciences, yet anecdote suggests that leaders aren't actually getting better over time. In this forum, we'll debate the utility of leadership research. Plan to attend, render your arguments, and vote for our winners in this interactive and fun session.

Track 9: PDI or Symposium

The Natural State of Management Education: Bridging Practitioner and Teacher-Scholar Perspectives

03:15 PM - 04:45 PM

Salon A

Speakers:

Joy Karriker, East Carolina University

Frankie Weinberg, Loyola University

Laci Lyons, University of Central Arkansas

Mary Dana Laird, Creighton University

Steven Schlachter, University of Central Arkansas

Management professors face a difficult task in preparing students for post-graduation. What do employers expect management graduates to know as they enter the workforce? What is the role of research in informing management education? This session will be an opportunity to hear about the natural state of management education. Several high-ranking managers from in and around Little Rock as well as teacher-scholars who publish and practice cutting-edge management pedagogy will share their perspectives on the goals and value of management education. This panel symposium will feature moderated questions and an open discussion period.

Track 9: PDI or Symposium

Leveraging Faith in the Classroom

03:15 PM - 04:45 PM

Grand Ballroom - Salon B

Speakers:

Joy Karriker, East Carolina University

G. James Lemoine, SUNY - University at Buffalo

Bradley Winton, University of Southern Mississippi

Amy Henley, University of North Dakota

Chad Hartnell, Associate Professor Georgia State University

Denise Soignet, University of Arkansas

Matthew Sargent, University of Texas at Arlington

This interactive two-part panel symposium will explore student faith and provide a forum to discuss how faculty members support this faith. Bringing together business faculty with a range of backgrounds, this discussion provides an inclusive conversation of faith regardless of religious affiliation or spiritual experience. The goal is to examine how an understanding of student faith enables faculty and administrators to better connect with and support students to successfully persevere through their academic journey. Panel participants will provide perspectives on faith in the classroom, student perseverance, and academic success, followed by question and answer periods.

Track 9: PDI or Symposium

Publishing in the Journal of Management Scientific Reports

03:15 PM - 04:45 PM

Neosho

Speakers:

Maria Kraimer, Rutgers University

Scott Seibert, Rutgers University

Bill Schulze, University of Utah

Xavier Martin, Tilburg University

The primary purpose of this session is to introduce SMA members to the Journal of Management Scientific Reports (JOMSR). The panelists will first discuss how JOMSR differs from Journal of Management (JOM), provide examples of the types of papers considered at JOMSR, and provide an overview of the review process and manuscript evaluation criteria. We will then form smaller groups for participants to ask questions of specific panelists based on their research interests.

Town Hall Meeting

5:30 PM - 6:30 PM, Oct 20
Grand Ballroom - Salon A

Open to ALL SMA members and conference attendees. Please join us to hear about the state of the organization, JOM, and JOMSR.

Hunt/SOSA Presidential Reception

06:30 PM - 07:30 PM
Grand Ballroom - Salon B

Sponsored by Oklahoma State University Spears School of Business

SMA Late Night Networking: An Academic Trivia Challenge

07:45 PM - 10:00 PM
Grand Ballroom - Salon B

Sponsored by the Department of Management, John Chambers College of Business and Economics, West Virginia University

Session Facilitators:

Paul Johnson, University of Mississippi
Micki Kacmar, University of South Alabama
Anthony Hood, University of Alabama at Birmingham
Ian Mercer, Fairleigh Dickinson University
Allona Murry, University of Mississippi

One of the many benefits of attending SMA is the chance to meet and network with a variety of individuals. This session is designed to provide a networking opportunity by creating trivia teams of SMA attendees who do not know one another. Newly formed teams will work together to answer trivia questions in a relaxed environment. The top three teams will walk away with prizes. The session, which will be held after the President's Reception on Thursday, will be moderated by Anthony Hood, Chief Diversity, Equity, and Inclusion Officer of First Horizon Bank.

FRIDAY, OCTOBER 21

Incoming Program Chair with Consortia Coordinators Breakfast – By Invitation Only

07:30 AM - 08:30 AM
Petit Jean

Yoga

08:00 AM - 08:30 AM

Pinnacle – Upper

Breakfast

08:00 AM - 08:30 AM

Riverview

Café SMA*, Registration & Solutions Table

08:30 AM - 05:00 PM

Riverview

**Sponsored by the Coggin College of Business at the University of North Florida*

Exhibitors

08:30 AM - 05:00 PM

Riverview

Track 1: Entrepreneurship and Family Business/Technology & Innovation**Founder Characteristics and Entrepreneurial Outcomes**

08:30 AM - 10:00 AM

Ouachita

Session Facilitator: Matthew Sutter (Iowa State University)

Title: Towards a Coping-in-Combination Approach: The Benefits of Combining Coping Strategies for Purpose in Life of the Self-Employed

Authors: **Matthew Sutter**¹, Michael P. Lerman², Huiqing Ju², Boris Nikolaev³

¹Iowa State University, Huxley, IA, ²Iowa State University, Ames, IA, ³Baylor University, Waco, Texas

We examine the joint effect of three primary and secondary control strategies (persistence in goal striving, positive reappraisal, and lowering aspirations) on purpose in life in a sample of self-employed people. Using data from wave 2 and 3 of the National Study of Midlife in Development in the United States (N=695), we find positive effects of persistence in goal striving and positive reappraisal on purpose in life, and a negative effect of lowering aspirations on purpose in life. Moderation analysis reveals that both persistence in goal striving and positive reappraisal mitigate the negative effect of lowering aspirations on purpose in life. Our evidence puts forth a need to study specific coping tendencies in tandem and provides a more nuanced perspective on the differential outcomes of both primary and secondary coping tendencies. Such an approach can move the coping literature forward and create theory that is more generalizable.

Title: Polychronicity and Entrepreneurial Intentions

Authors: **Kevin Cox**¹, Michael A. Gyensare², Stephen E. Lanivich³, Samuel Adomako⁴, Irene Chu⁵

¹Florida Atlantic University & Seedocracy, Boynton Beach, FL, ²Edith Cowan University, Joondalup, WA, Australia, ³University of Memphis, Memphis, TN, ⁴University of Birmingham, WAKEFIELD, United Kingdom, ⁵University of Bradford, Bradford, United Kingdom

How individuals use their time has been of importance since the earliest conceptions of entrepreneurial intentions (EI). However, we still know relatively little about how temporally oriented constructs, such as

cognitive flexibility and adaptability, influence the formation of these intentions. Consequently, our research investigates how preferences in utilizing time influence the formation of EI. In establishing our rationale and theoretical framing, we use person-environment fit theory to develop a cognitive model which proposes that both cognitive flexibility and cognitive adaptability are positively related to polychronicity and that the relationship between polychronicity and EI is moderated by gender. The findings from our empirical research largely support our model and so support the hypothesis that tendencies toward polychronicity have a positive influence on EI.

Title: FOUNDER POLYCHRONICITY, ENTREPRENEURIAL ORIENTATION, AND NEW VENTURE PERFORMANCE

Authors: **Jennifer Franczak**¹, Michael A. Gyensare², Stephen E. Lanivich³, Samuel Adomako⁴, Irene Chu⁵

¹Pepperdine University, Malibu, CA, ²Edith Cowan University, Joondalup, WA, Australia, ³University of Memphis, Memphis, TN, ⁴University of Birmingham, WAKEFIELD, United Kingdom, ⁵University of Bradford, Bradford, United Kingdom

This paper proposes a moderated mediation model to examine the relationship between polychronicity and venture performance. We argue that entrepreneurial orientation (EO) mediates the positive relationship between polychronicity and venture performance. Furthermore, we propose that the relationship between polychronicity and EO is moderated by firm age, such that older firms strengthen the relationship between polychronicity and EO. The hypotheses were tested using a sample of 780 ventures from the Vietnamese National Business Register. Using structural equation modeling (SEM), our findings indicate that EO mediates the relationship between polychronicity and venture performance. Additionally, the results reveal the relationship between polychronicity and EO is moderated by firm age, and that this interaction effect is stronger for older firms than younger firms.

Title: Who Pivots? The Effects of Self-Leadership On Entrepreneurial Pivoting Behavior

Authors: **Ryan W. Angus**¹, Jeffery D. Houghton¹, D. K. Holderness, Jr.¹, Christopher B. Neck²

¹West Virginia University, Morgantown, WV, ²West Virginia University, Morgantown, West Virginia

This paper uses a laboratory study to explore the role of individual differences in self-leadership to help understand entrepreneurial pivoting behaviors as the result of positive and negative performance feedback. We conduct a multistage experiment with 113 laboratory participants using randomly assigned positive and negative market feedback for a new product idea. Our results suggest that the self-leadership dimensions of behavioral awareness, constructive cognition, and task motivation interact with performance feedback (positive vs. negative) to predict who is more likely to pivot to a new product idea. Specifically, individuals who are low in behavioral awareness and constructive cognition, as well as those who are high in task motivation are more likely to pivot to a new product as the result of negative feedback. Because self-leadership capacity is amenable to change and development, our findings suggest important implications for self-leadership and entrepreneurship research and practice. Study limitations and opportunities for future research are discussed.

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

What is Being Said?: Finances, Lending, and Linguistics

08:30 AM - 10:00 AM

Hoffman

Session Facilitator: Terrance Boyd (Louisiana State University)

Title: Do I make sense? Linguistic Sensegiving and Equity Crowdfunding

Authors: **Koushikee Dutta**¹, John K. Ring²

¹Towson University, Towson, Maryland, ²Louisiana Tech University, West Monroe, LA

Many entrepreneurial ventures remain unfunded, partly because of a lack of sufficient value that can be pledged by financial investors and partly because of unsuccessful attempts to convince 'in-crowd' investors, such as banks, angels, and venture capital. New ventures instead must pursue alternative 'out-crowd' financing options such as crowdfunding. Crowdfunding allows entrepreneurs to raise funding through an open call on the Internet, by registering campaigns to raise capital in crowdfunding portals. While previous research has explored factors that influence funders to invest in equity crowdfunding little is known about factors that influence equity crowdfunding for social ventures. Through this paper we conceptually explore how by using language cue social ventures can draw the attention of the diverse crowd.

Title: Identity Management, Linguistics, and Changing Defaults

Authors: **Ryan S. Teschner**¹, David F. Arena²

¹University of Texas at Dallas, Richardson, TX, ²University of Texas, Arlington, Memphis, Tennessee

This article holds that the endorsement of societal *defaults*—assumptions favoring the majority category as opposed to *specified* linguistics which explicitly state the category—maintain systems of structural inequality. Thus, we articulate the process through which linguistics constructively influence the *default* understanding of various identities in the workplace. We detail two benefits around whether and how stigmatized individuals use linguistics to manage their identity. First, linguistic adoption by majority-status individuals can cue a safe environment reducing uncertainty during identity management decision-making. Second, linguistic usage can aid stigmatized individuals in explicating their social identities helping to overcome their power disadvantage. Drawing on institutional logics and linguistic relativity theory, we describe how changes in *default* linguistics emerge through changes in framing when scripts are actively revised in order to inform others about their stigmatized identities appropriately. We extend understandings of the identity management process by illuminating the significance of the words used in communicating beliefs (of *recipients*) and identities (of *claimants*) otherwise hidden beneath the surface. Specifically, we contribute by highlighting organizational structural inequality due to prescribed actions and perpetuation of *default* terms, we show how linguistic usage can aid stigmatized individuals in explicating their social identities to change institutional logics, and we elaborate on processes missing from the current model of identity management which aid in changing traditional social belief systems—defaults.

Title: An Intellectual Structure of Financial Wellbeing: A 20 Year Review

Authors: **Nishant garg**¹, Priyadarshi Pushpendra²

¹Indian Institute Of Management Lucknow, Lucknow, Uttar Pradesh, India, ²Indian Institute of Management, Lucknow

Financial wellbeing stands at the perennial crossroads of money and happiness but has eluded researchers in its formulation, adjacent dimensions, and epistemological foundations. Motivated by the diverse yet unsettled viewpoints on financial wellbeing, we tried to delineate the research literature's intellectual patterns. By consolidating the extant knowledge on financial wellbeing, this paper presents a comprehensive bibliometric analysis of 682 research documents on financial wellbeing with over 24000 citations spanning the period 2002-2022, bringing forth : (i) the seminal researches presenting definitions, underlying theories, conceptualisations, and measurement methodologies, (ii) dominant themes and critical shifts in perspectives circumscribing financial well-being, (iii) provide a conceptual framework of the construct of financial wellbeing, and (iv) identify critical gaps, under-addressed aspects, and future prospects.

Title: Local Shocks, Fintech Lending, and Social Injustice Amplification

Authors: **Sen Li**¹, Raffi E. Garcia²

¹Troy, NY, ²Rensselaer Polytechnic Institute

Does Fintech lending amplify acute local social shocks? Using U.S. mass shooting data for causal identification, this paper investigates the reactionary effects of negative local shocks on peer-to-peer (P2P) platform lending behavior. Our difference-in-differences and event study results show that demand for credit drops immediately after an acute local shock. However, interest rates rise. Local business activities and collateral assets such as the flow of bank branch deposits and home values do not seem to get affected, supporting the evidence of interest rate overshooting in Fintech lending markets immediately after acute social shocks. The increased media attention, the severity of the event, and the location type of the mass shooting further exacerbate these impacts. We find that strong social capital and social connectedness can help offset some of these negative effects. These results highlight that the reactive nature of online credit marketplaces can amplify local social injustices.

Track 6: Organizational Behavior

Abusive Supervision, Deviance, and Insubordination...Oh My!

08:30 AM - 10:00 AM

Grand Ballroom - Salon B

Session Facilitator: Maria Bracamonte (Mississippi State University)

Title: It's Not You, It's Me: A Relative Importance Analysis of the Role of Subordinate Individual Differences in Perceptions of Abusive Supervision

Authors: Brooks T. Durham¹, **David Woehr**²

¹LD Davis Industries, Monroe, North Carolina, ²University of North Carolina at Charlotte, Charlotte, NC

Abusive supervision has been conceptually defined as hostile supervisor behavior but operationally defined in terms of subordinate perceptions of supervisor behavior (Tepper, 2000). The current literature suggests that rather than passive recipients of supervisor abuse, subordinates may actively elicit differential treatment or be prone to perceive similar behaviors differently. Previous estimates of the impact of subordinate characteristics suggest that as much as 67% of the variance in ratings of abusive supervision may be attributable to subordinate individual differences as opposed to actual supervisor behavior (Wang et al., 2019). However, to date, no research has directly examined the overall and/or relative impact of subordinate characteristics collectively. The present study sought to directly examine the proportion of variance in ratings of abusive supervision accounted for by subordinate characteristics. Subordinate characteristics examined included: demographics (age, gender, race, supervisor-subordinate tenure, organizational tenure), personality (Big 5 personality dimensions, positive and negative affectivity), and core self-evaluations. Results indicate that collectively subordinate characteristics account for approximately 27% of the variance in ratings of abusive supervision. Subordinate age, conscientiousness, agreeableness, neuroticism, negative affectivity, and core self-evaluation were all significantly related to abusive supervision. Dominance analysis indicated that PANAS accounted for the highest proportion of unique variance followed by Big 5, CSE and Demographics/Tenure. This work extends previous research on drivers of abusive supervision.

Title: An Examination of Cultural Values as Moderators of Interpersonal and Organizational Deviance

Authors: **Jeremy Mackey**¹, Michael Phillipich², Stone Shelnett¹, Charn P. McAllister³, Katie C. Alexander⁴

¹Auburn University, Auburn, Alabama, ²Auburn University, Auburn, AL, ³Northern Arizona University, Flagstaff, AZ, ⁴Loyola University Chicago, Chicago, IL

Research has generated an incomplete understanding of why the strength of the relationship between interpersonal and organizational workplace deviance varies across contexts. In this study, we explain that inconsistent results likely exist across study contexts due to country-level differences in cultural values that alter the strength of the relationship between interpersonal and organizational deviance. First, we use social exchange theory to explain why interpersonal and organizational deviance are distinct. Then, we use institutional anomie theory to explain that country-level social institutions alter the strength of the relationship between interpersonal and organizational deviance. Finally, we aggregate findings from 133 independent samples of primary data ($k = 133$, $N = 34,746$) so we can use meta-analysis to examine the Global Leadership and Organizational Behavior Effectiveness (GLOBE) cultural value dimensions as moderators of this relationship. Our findings demonstrate that cultural values provide a powerful explanation for why the strength of the relationship between interpersonal and organizational deviance differs so substantially across contexts.

Title: How Insubordination and Negative Reciprocity Norms Influence Subordinates' Perceptions of Abusive Supervision

Authors: **Michael Phillipich**¹, Jeremy Mackey², Charn P. McAllister³

¹Auburn University, Auburn, AL, ²Auburn University, Auburn, Alabama, ³Northern Arizona University, Flagstaff, AZ

Scholars and practitioners have dedicated a great deal of attention to abusive supervision and its deleterious effects on subordinates in the workplace. However, two decades of scholarly inquiry has largely ignored the role that distinct subordinate behaviors, particularly those directed specifically toward supervisors, play in subordinates' perceptions of abusive supervision. In our study, we use a two-dimensional approach to social exchange theory that encompasses hedonic value and activity level to understand the relationship between subordinates' behaviors and perceptions of their supervisors' reciprocating responses. Then, we explain how acts of insubordination reduce social exchange relationship quality and influence subordinates to perceive abusive supervisory behavior. Using time-lagged survey data, we demonstrate a positive indirect effect of insubordination on abusive supervision through social exchange relationship quality that strengthens for subordinates with higher negative reciprocity norm beliefs than others. Overall, this study deepens our understanding of insubordination and builds a theoretical and empirical foundation for further exploration of reciprocal behaviors in the abusive supervision research stream.

Title: A Snowball Effect of Third-Party Observation of Workplace Deviance on Employees' Resources

Authors: **Mamoona Arshad**, Lahore University of Management Sciences, Lahore, Punjab, Pakistan

This research provides insights into third-party observation literature. In doing so, it explores the influence of third-party observation on the onlooker's self-regulatory resources. Building on the conservation of resource theory, we spotlight how third-party observation of workplace deviance impedes employees' workplace thriving and present emotional exhaustion as a mediator of this relationship. The research also explores coping resources, i.e., cooperative psychological climate and organizational identification, as moderators affecting the subsequent loss spiral for third-party observers. The results support the mediation of emotional exhaustion between the third-party observation of workplace deviance and workplace thriving. The positive effects of third-party observation on emotional exhaustion were more pronounced at high levels of organizational identification. We also find that emotional exhaustion declines employees' ability to thrive at work at low perceptions of cooperative psychological climate. The results contribute to the intervening and

contextual factors of third-party observation and strategies to avoid its detrimental effects.

Track 6: Organizational Behavior

New Perspectives in Organizational Behavior

08:30 AM - 10:00 AM

Grand Ballroom - Salon A

Session Facilitator: Truit Gray (Bowling Green State University)

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

Title: More Is Not Always Best: Rebuilding the Foundation of Workplace Status

Authors: **Truit Gray**¹, Lisa Schurer Lambert², Matthew R. Daniel³, Anna Zabinski⁴, Daniel Deslatte⁵

¹*Bowling Green State University*, ²*Oklahoma State University, Stillwater, Oklahoma*, ³*Oklahoma State University*, ⁴*Oklahoma State University, ATLANTA, GA*, ⁵*Oklahoma State University, Lindale, TX*

Higher levels of workplace status are currently assumed to be beneficial for employees. We suggest that it is not more status that is best, but the right amount of status. Using a person-environment (P-E fit) perspective, we argue that the joint effect of needed and received status may impact workplace outcomes, and without considering both needed and received, we may have an incomplete view of the effects of workplace status. Specifically, we suggest that having more status than desired may be detrimental. Prior to examining workplace status using a P-E fit perspective, we address a threat to knowledge accumulation. Workplace status is currently defined and measured using related concepts, thus clouding the distinctiveness of status. Additionally, as the concepts used to define workplace status shift study to study, the content domain of status shifts, limiting knowledge accumulation. We clarify the definition of workplace status and develop a new measure. Using this measure, we test and find support for our hypothesizing that the joint effect of needed and received workplace status impacts relevant outcomes. Specifically, while having less status than desired (deficiency) is detrimental, having more status than desired (excess) is also detrimental.

Title: Yes, We Can! A Job Embeddedness Perspective on Employee Change Acceptance

Authors: **Feigu Zhou**¹, James Vardaman², Paul Raddatz³, Darel Hargrove³, Shao L. Chew⁴, Anamika Datta³

¹*The University of Memphis Fogelman College of Business, Memphis, Tennessee*, ²*University of Memphis, Memphis, TN*, ³*The University of Memphis, Memphis, Tennessee*, ⁴*The University of Memphis, Memphis, Tennessee*

Although change is necessary for organizations to survive and thrive, research suggests most organizational change initiatives fail in their implementation. Fostering individual acceptance of change initiatives is thus vital to successful change implementation. This paper tests a model of individual change acceptance that posits the role of individual history with past organizational change as its primary antecedent. With insights derived from job embeddedness theory, we draw upon a sample of 138 nurse participants from a hospital in the Southeastern United States to test our model. The results suggest that positive history with organizational change is associated with change acceptance via the mediating mechanism of job embeddedness. Study findings broadly suggest that individual attachment is vital to the acceptance of change. These findings contribute to job embeddedness theory and organizational change theorizing. We discuss theoretical contributions and implications.

Title: The Moderating Role of Career Calling on the Effect of Leadership and Workload on Employee Affective Well-being

Authors: **Jiatian (JT) Chen**¹, Matthew Deeg², Pratigya Sigdya¹

¹California State University, Bakersfield, Bakersfield, California, ²Abilene Christian University, Abilene, Texas

As concerns for employee retention have grown in recent years, management scholars and practitioners are seeking new ways to improve employees' well-being. Although much research has been done on the antecedents of well-being, little is known on whether a sense of career calling alters how they influence well-being. Using the job demands-resources model, the present study examines two key predictors of affective well-being (i.e., leadership quality and workload) and ways through which a career calling moderates the main effects. Responses from 396 employees working in healthcare facilities were collected and analyzed. Findings revealed that leadership quality related positively to affective well-being and workload negatively. In addition, career calling interacted with leadership quality, not workload, to influence well-being such that the stronger the calling the weaker the relationship. In post hoc analyses, this pattern of interaction was found to apply to both measures of positive and negative affect. Implications for theory and practice are discussed.

Title: Leveraging latent semantic analysis to resolve interpersonal skills scale redundancy in leadership research

Authors: **Betsy H. Albritton**¹, Scott Tonidandel², George Banks³, Eric D. Heggestad⁴

¹University of North Carolina at Charlotte, Denver, North Carolina, ²University of North Carolina at Charlotte, ³University of North Carolina at Charlotte, Charlotte, NC, ⁴UNC Charlotte, Charlotte, North Carolina

The advancement of research and understanding in the leadership domain is dependent on good measurement and the continuous investigation of the role of interpersonal skills in leadership processes. Unfortunately, the current measurement of interpersonal skills in leadership research suffers from construct redundancy and, consequently, scale redundancy. Our investigation of 36 interpersonal skills scales representing constructs introduced to the literature between 1961 and 2022 found that the average cosine similarity score of scale pairs is 0.91. Given this evidence of scale redundancy, we leveraged novel text analysis methods to group existing interpersonal skills items by semantic similarity. Using Ross et al.'s (in press) conceptual definitions of ten interpersonal skills, we were able to identify pools of items that contain conceptually similar words to these construct definitions. Additional scale development steps we are taking to develop and validate new interpersonal skills scales are provided and implications for the leadership domain are discussed.

Track 7: Strategic Management

That's New! Innovation and Social Media

08:30 AM - 10:00 AM

Grand Ballroom - Salon C

Session Facilitator: Vitaliy Skorodziyevskiy (Mississippi State University)

Title: Social Media and IPO: How Social Media Communicated Messages Impact Firms' IPO Performance

Authors: **Malak A. Malibari**, University of Texas at Arlington, Arlington, Texas

Social media platforms have changed how the world communicates, and organizations are no exception. Firms' engagement in social media is associated with multiple organizational outcomes and activities such as organization reputation, legitimacy, stock recommendation, and IPO underpricing. This paper is intended to shed more light on the relationship between social media and firms' IPO.

Specifically, using the signaling theory, I attempt to explain how the multiple features of social media communicated messages can be associated with firms' IPO performance. I hypothesize that the type of information directly relates to the IPO performance. I then draw on the signaling effectiveness and argue that multiple variables moderate this relationship. I explain the role that the amount of reaction the message receives, who initiated the message, the message consistency, the social media account membership length, and the type of business plays in the hypothesized relationship. This hypothesized model should help us better understand the role that social media can play during the IPO process and how organizations can strategically utilize them to achieve better valuation.

Title: Appropriability, Preemption, and Firm Performance: Foundations of IPR-based Competitive Advantage

Authors: **Jamil A. Kreugel**, Old Dominion University, Norfolk, VA

While an increasing number of companies develop and own intellectual property rights (IPR), only few manage to gain a competitive advantage through it. Building upon core theories explaining competitive advantage, this framework identifies resource-specific, firm-specific, and environmental conditions that allow for a competitive advantage to develop. I propose that specific combinations of IPR types and firm-specific capabilities, present in different environmental scenarios, determine which when IPR is most likely to provide a competitive advantage. The framework developed here is particularly useful to understand why simply possessing IPR is a necessary but insufficient condition for gaining additional rents.

Title: The Adaptation and Innovation Model of Organizational Resilience

Authors: **Daniel F. deSa**¹, Christopher J. Cunningham²

¹Tennessee Valley Authority, Tucker, GA, ²University of Tennessee at Chattanooga, Chattanooga, Tennessee

Global challenges in recent years have underscored the dire need for organizations to be adaptable, innovative, and resilient. The present study was designed to broaden the way researchers and practitioners of the organizational sciences conceptualize, measure, and ultimately work to improve the adaptability, innovativeness, and resilience of organizations. This involved identifying how to measure and delineate the relationships between the interlinked multilevel psychosocial constructs of organizational adaptability, innovativeness, and resilience and the individual and organizational level resources of personal resources, human capital, social capital, and job-related resources as components to a conceptual model of organizational effectiveness coined The Adaptation and Innovation Model of Organizational Resilience, or AIR model. A survey was developed and administered to operationalize worker perceptions of the presence of each of these constructs within their organization of work. The data generally supported the relatedness of the AIR model's components and pointed towards the possibility of an indirect pathway between worker perceptions of their organization's adaptability and their perceptions of its resilience.

Title: Social Media in Management and Organization Research: A Systematic Review

Authors: **Niken Putri**, University of North Texas, Denton, Texas

For nearly two decades, social media has been the highlight of interdisciplinary research, yet there is only a handful of scholarly efforts about how organizations use social media in management and organizational research. Our review of this literature stream unifies the fragmented and siloed research in the management and organizational research literature using strategic management lenses. We found that the organization uses social media for its internal stakeholder (Enterprise Social Media) and its external stakeholder (Strategic Social Media and Social Media Reputation Management). There are limited conceptual papers and reviews about how an organization uses social media and the empirical

papers lack an organizing mechanism to classify the theoretical foundations, thus, distancing the construct development from the established strategic management literature. There is methodological heterogeneity such as the use of study cases, qualitative and quantitative content research, social media mining, and experiments, however, most of the empirical papers are still using a single source, the questionnaire method. Therefore, we suggest that future scholarly effort is directed toward establishing key theoretical foundations in management and organization research.

Track 8: Innovative Teaching/Management Education

Developing Students' Socialization and Networking Skills IRL (In Real Life)

08:30 AM - 10:00 AM

Chicot

Session Facilitator: Steven Day (North Carolina Central University)

Title: Network now! Three brief engaging, experiential activities to improve student networking skills

Authors: **Andrew A. Bennett**¹, Karen Eagle², Jay O'Toole², Mark R. McNees³

¹Old Dominion University, Norfolk, Virginia, ²Old Dominion University, Norfolk, VA, ³Florida State University, Tallahassee, FL

Communication skills are a critical component of the core skills (i.e., soft skills) integral to business education. These are vital to education because improved communication skills lead to higher individual job performance, and communication assessments are part of hiring processes and graduate school admission decisions. One way that students improve conversing skills is by practicing and preparing for networking events. In this Innovative Teaching Session, we will provide three experiential exercises to help students practice their networking skills: A making connections activity, a handshakes activity, and a "people hunt". Each activity is designed to be a brief, introductory activity that engages students. Significantly, we extend exercises previously created for management classrooms by incorporating scenarios or instructions that allow students to practice networking in less-than-optimal conditions (e.g., a poor handshake).

Title: How to Encourage Social Connectedness and Critical Thinking in an Age Not so, Social Media

Authors: **Reid Oetjen**¹, Dawn Oetjen², Eric L. Richardson³, Jean Gordon⁴

¹University of Central Florida, Orlando, FL, ²University of Central Florida, Orlando, Florida, ³University of North Carolina, Wilmington, Wilmington, NC, ⁴Davenport University

Long before the pandemic, the traditional lecture approach was dead. Pedagogical research suggests that students are more apt to retain information when engaging in collaborative learning as compared to the traditional lecture approach. Critical Engagement (CE) is a collaborative learning technique that requires students to research, synthesize knowledge, think critically and effectively communicate this knowledge to other students. CE utilizes a modified-debate format that engages students in a unique exercise that requires students to learn classroom material, engage with fellow students, communicate this knowledge, and to critically engage in real time (Oetjen & Oetjen, 2008). Moreover, audience members must use critical listening skills as they are active participants in these presentations.

This session is relevant to faculty teaching undergraduate and graduate students who, as early to mid-level careerists, need to develop and strengthen competencies in: communication and interpersonal effectiveness (e.g., soft skills), critical thinking and analysis, management and leadership, and professionalism and ethics. This session will include a teaching demonstration of critical engagement

along with a debrief of the demonstration. Participants will learn about variations to this learning method, including the “twist” in which student teams must swap their positions and argue against their original positions. Lastly, the presenters will lead the audience in a discussion of how this exercise can be used in an online environment and be used in a variety of content areas.

Title: TAG YOU'RE IT: BUILDING SOCIALIZATION SKILLS IN COLLEGE-LEVEL COURSES

Authors: **Terry A. Nelson**¹, Kori A. Callison¹

¹University of Alaska Anchorage - CBPP, Anchorage, AK

Employers are looking for the complete package in potential hires. This means that employees must not only have the technical skills to successfully complete core tasks but the ability to communicate and socialize with their colleagues, clients, suppliers, supervisors, and subordinates. This makes balancing the socialization and education of college-level students an interesting, and sometimes challenging proposition. The importance and relevance of social skills have been highlighted by the COVID 19 pandemic. Students are entering college with less interaction with their peers than ever before. This leaves a gap in their skill set that is critical to address for healthy work (and other) relationships to occur. Incorporating quick, engaging activities that reward communication, interaction, and teamwork has potential rewards both in the classroom and beyond. Detailed in this proposal is an activity that instructors can utilize to kickstart the socialization process in college courses. It is a quick and easy way for students to practice communication with others without detracting an excessive amount of time from the other knowledge, abilities, and skills that are slated to be taught.

Track 9: PDI or Symposium

Would You Like to Publish in the Academy of Management Perspectives (AMP)?

08:30 AM - 10:00 AM

White Oak

Speakers:

Bill Schulze, University of Utah

Gideon Markman, Colorado State University

Is your research making a positive impact on society and our planet? The Academy of Management Perspectives (AMP) favors cross-disciplinary studies that blend theory and applied work with policy implications that make the world a better place. Thus, AMP is less interested in studies that unearth gaps in the literature, but it is especially excited about scholarly research that engages with, or addresses serious problems in the world, and reflects theorizing that yields new wisdom. In this session, attendees will learn about the vision for, and aims of AMP, and what articles it seeks to feature.

Track 9: PDI or Symposium

Demystifying Test Reliability

08:30 AM - 10:00 AM

Neosho

Speaker: Justin Desimone, University of Alabama

This PDI session will discuss the history and estimation of test reliability. Reliability is a commonly calculated psychometric characteristic of a test that attempts to operationalize the measurement error of a test. Reliability is often reported in manuscripts to indicate the quality of measurement, and it can be useful for understanding and improving measurement and/or employing corrections for attenuation in meta-analysis. This PDI will present the history of the concept of reliability, describe the importance

of understanding reliability, and discuss practical concerns about determining which reliability coefficient to report and how to use reliability estimates to improve scholarship.

Track 9: PDI or Symposium

So, You Want to Conduct an Experience-Sampling Study. Now What?

08:30 AM - 10:00 AM

Harris Brake

Speaker: Joel Koopman, Texas A&M University

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

Snack Break @ Café SMA

10:00 AM - 10:15 AM, Oct 21

Riverview

**Sponsored by the Coggin College of Business at the University of North Florida*

Track 1: Entrepreneurship and Family Business/Technology & Innovation

Entrepreneurship Around the Globe

10:15 AM - 11:45 AM

Ouachita

Session Facilitator: Jorge Arteaga (Oklahoma State University)

Title: THE MICRO AND MACRO FOUNDATIONS OF THE ENTREPRENEURSHIP QUALITY ACROSS COUNTRIES

Authors: **Bao Q. Hoang**¹, John K. Ring², Bruce Walters³, Ruiyang Ma⁴

¹Southern Arkansas University, Magnolia, AR, ²Louisiana Tech University, West Monroe, LA, ³Louisiana Tech University, Ruston, LA, ⁴LOUISIANA TECH UNIVERSITY, ruston, LOUISIANA

Based on the behavioral perspective in entrepreneurship research and institutional theory, we argue that entrepreneurship quality is rooted in both micro and macro factors. Specifically, we hypothesize that entrepreneurship quality is determined by opportunity recognition, resource construction, economic freedom, and cultural openness. We utilize the hierarchical multilevel model (HML) or multilevel modeling technique to empirically test these hypotheses on a sample including 107 countries and 1,796, 644 participants in a 10-year period, from 2007 to 2016. The findings support all four hypotheses. Further analysis using a random effects model again confirms the main results. Our study has crucial implications for the researcher and practitioner communities. Based on the behavioral perspective in entrepreneurship research and institutional theory, we argue that entrepreneurship quality is rooted in both micro and macro factors. Specifically, we hypothesize that entrepreneurship quality is determined by opportunity recognition, resource construction, economic freedom, and cultural openness. We utilize the hierarchical multilevel model (HML) or multilevel modeling technique to empirically test these hypotheses on a sample including 107 countries and 1,796, 644 participants in a

10-year period, from 2007 to 2016. The findings support all four hypotheses. Further analysis using a random effects model again confirms the main results. Our study has crucial implications for the researcher and practitioner communities.

Title: Use of Disguised Growth in Emerging Economies

Authors: **Sadek Showkat**, University of Louisville, Louisville, Kentucky

Entrepreneurship scholars lack to investigate the variety of growth present in low-income emerging economies. To advance understanding of growth research in emerging economies, this article investigates how institutional uncertainty, entrepreneurs' perception of uncertainty about the future instability of institutions, influences disguised growth—expanding economic activity privately while concealing it publicly. By pooling data from four different sources and analyzing data on 6,666 firms across 16 countries from 2015 to 2018, the authors explain the relationship between institutional uncertainty and disguised growth. By investigating the effect of communication with regulatory officials, the article further builds a rich theoretical model based on the attention-based view.

Title: Are Entrepreneurial Perceptions Sensible or Misguided?

Authors: **Kevin D. Heupel**, Oklahoma State University, Stillwater, United States

The present study is a replication and extension of Liñán et al. (2011), which looked at three different perceptions in the formation of entrepreneurial intentions. The original study used data from the Global Entrepreneurship Monitor research project and found that individual, opportunity, and socio-cultural perceptions were statistically significant for determining entrepreneurial intentions. The present study does not reexamine the original data, but replicates the study using two different time periods to determine whether entrepreneurial intentions remain consistent during a recession and over a ten-year period of time. An extension of the present study is to determine whether a country's corruption level moderates an individual's opportunity perception and entrepreneurial intentions.

Title: The Relationship Between Formality And Child Labor In The Base-Of-The-Pyramid

Authors: **Christopher Pryor**, University of Florida, Gainesville, Florida

For family businesses in the world's poorest economies, formalization may be a key to achieving better performance. However, formalization comes with costs, which businesses must bear before attaining fully formal status. Using a sample of family businesses in eSwatini, we find an inverted U-shaped relationship exists between businesses' formality and child labor. We argue that child labor can be attractive to moderately formal businesses because it helps them overcome hurdles related to formalization. Once businesses attain fully formal status, child labor rates decline as the costs of child labor offset its benefits. We also find that performance, entrepreneur's gender, and number of children in the family moderate this relationship. This research highlights one of the unrealized complexities and potential harms associated with formalization.

Track 4: Human Resources / Research Methods

Strategic HR and Employee Outcomes

10:15 AM - 11:45 AM

Manning

Session Facilitator: Jaime Williams (Tennessee Tech University)

Title: CEOs are people, too! A review of the strategic management literature on CEO job performance

Authors: **Steve Lovett**¹, Abdul Rasheed², Wanrong Hou³

¹The University of Texas Rio Grande Valley, Brownsville, Texas, ²University of Texas at Arlington, ³University of Texas Rio Grande Valley, Edinburg, TX

Individual job performance is the most fundamental dependent variable in HRM, and within the strategic management literature extensive work has been done investigating the job performance of CEOs. However, there has been remarkably little cross-communication between the two Management subfields, and while the CEO's position in any organization is unique, the job itself has much in common with other jobs emphasizing organization member proactivity. We therefore attempt to summarize the most recent literature about CEO job performance and relate it to current approaches and perspectives in HRM. We organize our review using the P=AMO framework wherein performance is seen as a function of three job performance antecedents: ability, motivation, and opportunity to perform. We find several models in the HRM literature that could help strategic management researchers to better understand the CEO's job, and several cases in which the results from one literature could help researchers to better understand the other or provide future research directions for the other. In particular, our informal review provides support for contingency theories emphasizing best fit rather than best practices, and it highlights the importance of "bundles" of HRM practices. In fact, the most useful studies in our review are those that consider combinations of practices. Similarly, we believe the most useful future studies in HRM will be those considering multiple performance antecedents. However, our most important conclusion is that researchers in either Management subfield would benefit from greater communication with the other.

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

Title: The Influence of High Performance Work System in Emerging Firms: Contingencies of Top Managers' Skill Sets

Authors: **Mengwei Li**¹, Clint Chadwick¹

¹Lawrence

There are no consistent findings regarding the effect of high performance work system (HPWS) on firm performance in emerging firms. We argue that in the entrepreneurial context, top managers' skill sets that reveal their resource orchestration capabilities are important contingencies in the HRM/firm performance relationship. Specifically, when firms have skilled managers, having more intensive use of HPWS relative to rivals would elevate firm productivity, whereas when firms have poorly skilled managers, more intensive use of HPWS would result in firm inefficiency. We used a sample of 312 emerging firms in the UK to test our hypotheses. Preliminary results show that when managers have higher levels of entrepreneurial skills and leadership skills, relatively intensive use of HPWS generates better firm outcomes.

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

Title: HIGH PERFORMANCE WORK SYSTEMS AND EMPLOYEE MENTAL HEALTH: AN EXAMINATION OF DUAL PATHWAYS

Authors: **Kyoung Yong Kim**¹, Jake G. Messersmith², Jenna R. Pieper³, Kibok Baik⁴, Sherry Fu⁵

¹Villanova University, Villanova, PA, ²University of Nebraska-Lincoln, ³University of Nebraska-Lincoln, Nebraska, ⁴Kookmin University, Seoul, South Korea, ⁵Oklahoma State University, Stillwater

Employee mental health is a central issue in today's global workplace. This paper analyzes the effect of perceived high performance work systems (HPWSs) on employee mental health. We integrate HPWS concepts with job demands-resources theory to examine competing theoretical perspectives—a positive HPWS influence and a negative HPWS influence on employee mental health. Recognizing that both perspectives are relevant, we give attention to how employees psychologically respond to the HPWS as the theoretical bridge that helps to explain which pathway is activated. We examine

employees' perceptions of psychological empowerment and work-role overload as mechanisms explaining the effect of HPWSs on mental health. We also theorize that one's identification with the organization can either accentuate or attenuate feelings of both psychological empowerment and work-role overload. Findings from a study of 999 employees in 174 South Korean organizations indicate that HPWSs are positively associated with employee mental health via employee perceptions of empowerment and that HPWSs are negatively associated with employee mental health through perceptions of work-role overload. Further, the study finds that employees who have a stronger sense of organizational identification are less likely to sense work-role overload resulting from HPWSs, while those with low identification sense greater empowerment from HPWSs.

Title: The Differing Effects of Human Resource Systems on Employee Outcomes

Authors: **Wei Ning**¹, Albi Alikaj², Cau N. Nguyen³, Doreen Hanke⁴

¹Jacksonville State University, Jacksonville, AL, ²Jacksonville State University, Jacksonville, Alabama, ³RMIT University Vietnam, ⁴McNeese State University, Lake Charles, Louisiana

This study investigates the process through which human resource systems foster positive employee outcomes by conceptualizing work engagement and organizational embeddedness as two goal orientations that direct individuals' self-regulation focus. Based on self-regulation theory, we postulate that HR practices differentially affect the extent to which employees are motivated to pursue work engagement and organizational embeddedness, which, in turn, would determine turnover intention and task performance. This proposed model is empirically tested with a sample of 203 employees. Results of structural equation modelling supports most of the hypotheses. Both theoretical and practical implications are discussed.

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

Antecedents and Consequences to Various Types of CSR

10:15 AM - 11:45 AM

Hoffman

Session Facilitator: Maggie Davis (University of South Alabama)

Title: Two Hats: Shareholder or Shared Value? Corporate Social Responsibility and New Venture Performance

Authors: **Koushikee Dutta**¹, John K. Ring²

¹Towson University, Towson, Maryland, ²Louisiana Tech University, West Monroe, LA

Despite the scholarly enthusiasm, most previous studies have explored corporate social responsibility (CSR) and its performance implications within the context of large mature firms while ignoring CSR implications for young entrepreneurial firms. We address this gap in the literature by drawing on insights from stakeholder theory, business model and cognitive legitimacy. We contend and develop theoretical arguments to support the perspective that attention to stakeholder interests is a way to organizational success for new ventures.

Title: Improving Organizational Citizenship Behaviors for the Environment (OCBE): The Role of the Servant Leader

Authors: **Scott A. Henry**, Kennesaw State University, Smyrna, GA

Understanding the impact of firms' sustainability behavior regarding climate change activities has largely been studied at the organizational and national levels. Far less research has taken place at the micro or individual and unit level to determine what factors impact the perceptions and decisions of

employees in these firms. What has been done is largely theoretical and based on hypotheses that are not validated. Consequently, the primary drivers of organizational citizenship behaviors for the environment (OCBE) are unknown or uncertain. This study examines the role of the servant leader as an antecedent to OCBE and the potential moderating effects of organizational ethical climate and the individual's perception of the role of ethics and social responsibility (PRESOR).

Title: The Interplay of CEO Ability and Governance Robustness on the Performance Effects of Corporate Social Responsibility.

Authors: **Marwan A. Al-Shammari**, 7307 Harpers Ridge lane, Tyler, TX

This study investigates how the association between corporate social responsibility and firm performance, documented in prior research, is affected by the joint effects of managerial ability and attributes of the firm's governance structure. We find that higher levels of managerial ability enable firms to benefit more/less from their CSR investments depending on the presence/absence of appropriate governance devices. While CEO ability may be seen as an indicator of how well the CEO might serve the firm in the market-domain strategies, the results suggest that this may not be the case in the non-market domain in the absence of appropriate governance mechanisms. We discuss several theoretical and practical implications of our findings and suggest some directions for future studies that focus on the CEO ability. We also suggest that the market-based measures of CEO ability may need to incorporate other non-economic terms for the measure to be more reliable and comprehensive.

Title: My Firm and My World: Employee-Owned Organizations and Their Environmentally Conscious Strategies

Authors: **Mehmet A. Yetim**¹, Furkan A. Gur²

¹Louisiana State University, New Orleans, Louisiana, ²Northern Illinois University, Dekalb, IL

Employee ownership brings various advantages to firms such as employee commitment and satisfaction. Following these advantages, this paper aims to fill the gap in employee-ownership literature by exploring the unique focus of these firms on environmentally conscious practices and sustainability. Building on the research on psychological ownership and stakeholder theory, we propose that employee-owned firms would pay more attention to the environment and sustainability in their strategic decisions. We argue that the mechanisms through which employee ownership develops environmentally conscious strategies include the feeling that psychological ownership brings to employees and the idiosyncratic nature of employee shareholders as stakeholders. We believe that our propositions are critical to shedding further light on environmentally friendly strategy development in organizations.

Track 6: Organizational Behavior

The Power of a Great Leader

10:15 AM - 11:45 AM

Grand Ballroom - Salon B

Session Facilitator: Wenjuan Guo (Valdosta State University)

Title: How leaders' moral emotions influence leader effectiveness

Authors: Matthew J. Lupoli¹, Jeff B. Shao², **Nathan Eva**³

¹Monash University, Caulfield, Victoria, Australia, ²Deakin University, Burwood, Victoria, Australia, ³Monash Business School, Lands of the Kulin Nations, Australia

Ethical transgressions at work are emotionally evocative events that threaten the success of leaders

and organizations. Yet, it is not fully understood how leader emotional responses in these situations influence their perceived effectiveness. In this research, we draw on emotions as social information theory and appraisal theory to compare how leader effectiveness is impacted by the leader's display of two moral emotions: anger and compassion. Across three studies, including two experiments and a critical incident design, we document several key results. First, anger (versus compassion) led to greater perceived leader effectiveness when leaders did not punish transgressing employees. However, when leaders punished transgressors, leader compassion resulted in greater perceived leader effectiveness. Second, the effectiveness of leader anger was diminished when transgressing employees expressed guilt. Third, we also uncover several mechanisms: Leaders who expressed anger were seen as more effective in part due to increased integrity-based trust, but only when employee guilt was low. In contrast, leader compassion enhanced leader effectiveness through increased benevolence-based trust regardless of employee guilt. Collectively, these results highlight the effectiveness of a "tough love" approach, whereby leaders punish transgressing employees to correct and disincentivize unethical behavior, yet also demonstrate compassion for their welfare.

Title: Ethical Leadership and Voluntary Green Behavior: Roles of Green Advocacy and Performance Pressure

Authors: **Huanxin Liu**¹, Yufei Cheng², Wenxiao Xu², Wei Liu²

¹*Binghamton University, Binghamton, New York*, ²*Shandong University, Jinan, China*

Employee voluntary green behavior refers to a kind of collective actions employees voluntarily take at workplaces, which can significantly impact firms' environmental management. Figure out what determines employee voluntary green behavior is crucial for firms' environmental performance. Based on the theory of planned behavior, our study investigated if ethical leadership could evoke employees' green advocacy and motivate employees to perform voluntary green behavior. We also considered the moderating role of performance pressure to see the consistency of advocating and performing green behavior. Based on the survey of 326 employees of high-pollution firms in China, our hypotheses were tested. The results showed that ethical leadership significantly affected employees' voluntary green behavior via green advocacy. In addition, the impact of green advocacy on green behavior was weakened by performance pressure. Our research sheds light on the contextual factors and processes that shape voluntary green behavior in the workplace and suggests implications for firms striving to improve their environmental performance.

Title: How Does Transformational Leadership Trickle Down? A Learning and Development Perspective

Authors: Michael Lippstreu¹, **Daniel I. Watts**¹, Chad Hartnell², Todd J. Maurer¹

¹*Georgia State University, Atlanta, Georgia*, ²*Georgia State University, Atlanta, GA*

Transformational leadership's positive effects on individual, group, and organization outcomes have spurred interest in how to develop transformational leaders within an organization. This study adopts a learning and development perspective to examine two avenues through which transformational leadership trickles down from managers to supervisors, including learning goal orientation and self-efficacy for leadership development. This paper also considers the degree to which two well-researched leadership styles, initiating structure and consideration, amplify or attenuate the transformational leadership trickle-down process. Using data from 261 dyads, we tested a mediated moderation model and found support for our hypothesized effects. Supervisor learning goal orientation and self-efficacy for leadership development partially mediated the relationship between manager transformational leadership and supervisor transformational leadership. Leader consideration strengthened the transformational leadership trickle-down effects whereas initiating structure weakened the effects. Theoretical and practical implications are discussed.

Title: How Politically Willed and Politically Skilled Leaders Use Humor to Engender Follower Affect

Authors: **Chi L. Nguyen**¹, Liam P. Maher², Timothy Dunne²

¹Oklahoma State University, Stillwater, Oklahoma, ²Boise State University, Boise, ID

The purpose of this investigation is to examine how politically willed and politically skilled leaders employ humor in the workplace to influence subordinates. Specifically, we draw from the meta-theoretical framework of political skill and political will (Maher et al., 2021) to examine how the dimensions of leader political will (i.e., self-serving and benevolent) and leader political skill (i.e., social astuteness, interpersonal influence, networking ability, and apparent sincerity) impact leaders' selection and effectiveness of humor styles (i.e., affiliative, self-enhancing, aggressive, and self-defeating), with respect to subordinate rankings of leader affect. Our model is informed by a sample of 169 subordinates nested within 143 leaders. We find mixed support for our model, as the dimensions of political will predict the use of humor styles, which impact subordinate rankings of leader affect. However, we do not find evidence that leader political skill plays much of a role in humor selection or delivery, which is counter to our theoretical postulates. Our findings suggest that followers liking their leader depends on the political motives and selection of their humor.

Track 6: Organizational Behavior

Why am I Working Here Again? Exploring Tough and Toxic Work Environments

10:15 AM - 11:45 AM

Grand Ballroom - Salon A

Session Facilitator: Amber Olson (University of Alabama)

Title: The Woes of Having an Unfair Boss: How Self-Control and Anticipatory Judgments Make Matters Worse

Authors: **Jeffrey J. Haynie**¹, Christopher Martin²

¹Louisiana Tech University, Ruston, Louisiana, ²Louisiana Tech University

Research in organizational justice has long shown the importance of minimizing supervisors' justice violations in order to gain favorable supervisor heuristics and subsequently beneficial attitudes and behaviors. Scholars, however, have overlooked the potential for subordinates to be the partial culprits for receiving unjust supervisor treatment when holding high overall supervisor injustice heuristics. Through integrating resource allocation and fairness heuristics theories, we were able to highlight anticipatory beliefs and psychologically depleted states that prompt the receipt of unjust treatment. Using 163 employed adults accessed through online panel services, we were able to generally obtain favorable support for our model with our time separated data. Our results found self-control resources explained the relationships of overall supervisor injustice with interpersonal and informational injustice. Anticipatory supervisor injustice beliefs were also shown to mediate the relationship of overall injustice with interpersonal injustice when self-control resources were low, not high. Similar conditional indirect effects were not supported for informational injustice. Overall, these findings highlight potential Pygmalion effects when holding overall injustice heuristics pertaining to salient organizational agents such as supervisors.

Title: Incivility, Responsibility, and Attribution: A Response Surface Analysis of Five Research Questions

Authors: **Jack Carson**¹, Jeremy Mackey²

¹Appalachian State University, Boone, North Carolina, ²Auburn University, Auburn, Alabama

We examine workplace incivility through an attribution theory lens in order to better understand how employees perceive and respond to workplace incivility. Attribution theory generally suggests that individuals direct responses to perceived wrongdoing toward the perceived responsible actor(s). However, recent developments in attribution theory have moved beyond typical internal-external dimensions of causality to include relational attributions, which are perceptions that the cause of an event lies in the relationship between the perceiver and actor. We extend this new research by posing five research questions aimed toward examining attributional sharedness in the incivility context. Our analyses using polynomial regression and response surface analysis generally support the notion of relational attribution's representation of congruence between internal and external attributions. Our results also provide preliminary evidence regarding relational attribution theory's role in understanding responses to coworker incivility.

Title: The Competing Values Framework and Toxicity

Authors: **Amber Olson**¹, Prince Siraj², Janet Kottke³

¹*University of Alabama, Tuscaloosa, AL*, ²*Claremont Graduate University, Claremont, California*, ³*California State University, San Bernardino, San Bernardino, California*

Most research in the area of workplace toxicity focuses on the leader; the environment around the leader and follower is recognized as having an influence in creating destructive leadership. Despite this, there is little research is done on how the environment may make the organization conducive to toxic leadership. Without accounting for the environment, interventions that focus on only the leader and followers may not be as effective. Additionally, changing the environment may be an easier intervention for preventing destructive leadership than expecting to change the leader or followers. This study examines the relationship between perceptions of destructive leadership in the workplace and culture through the use of the Competing Values Framework. We conducted two studies, one pilot and a main study. Our sample was pulled from a university in the southwestern United States. There was a large effect between culture and measures of destructive leadership. We argue researchers studying toxicity should broaden their sight to include other factors of toxic leadership, such as the impact of organizational culture.

Title: Burning the Candle at Both Ends? Exploring Correlates of Engagement and Emotional Exhaustion Profiles

Authors: **Maira E. Ezerins**¹, Mahira Ganster², Nitya Chawla³, Allison Gabriel⁴, Christopher C. Rosen⁵, Marcus Butts⁶

¹*University of Arkansas, Fayetteville, Arkansas*, ²*University of Arizona, Tucson, Arizona*, ³*Texas A&M University, College Station, TX*, ⁴*University of Arizona*, ⁵*university of arkansas, Fayetteville, AR*, ⁶*Dallas, Texas*

Although scholars have theorized that engagement and emotional exhaustion are antipodes, it is plausible that these antithetical experiences may co-occur during challenging times at work. Drawing from classic conceptualizations of engagement (e.g., Kahn, 1990) and emotional exhaustion (e.g., Wharton, 1993), along with theory surrounding the effects of work and non-work demands (e.g., Bakker & Demerouti, 2007; Ten Brummelhuis & Bakker, 2012), we adopt a person-centered approach to explore employees' joint experiences of engagement and emotional exhaustion, arguing that these experiences are both likely to occur, but are distinct, when working during the COVID-19 pandemic. We also consider unique work- (e.g., percentage of work hours spent on virtual calls; person-organization [P-O] fit during COVID-19; work uncertainty) and health-related (e.g., COVID-19 vulnerability; known COVID-19 cases from close contacts) correlates as antecedents to explain profile membership. Through a study of 559 full-time employees in a variety of industries and occupations, we identified four distinct profiles of engagement and emotional exhaustion via latent profile analysis (LPA)—*exhausted*, *engaged but exhausted*, *engaged and slightly exhausted*, and *engaged*—with our work and

health correlates distinguishing why some employees are engaged but exhausted and others are not. Critically, our research contributes to understanding how engagement and emotional exhaustion can co-occur (versus solely being viewed as opposites), particularly for employees facing ongoing challenges such as the COVID-19 pandemic.

Track 7: Strategic Management

To Acquire or Not to Acquire? Acquisitions and Divestitures

10:15 AM - 11:45 AM

Grand Ballroom - Salon C

Session Facilitator: Janice Gordon (Florida State University)

Title: Retrench to Redeploy: Do Divestitures Improve Firms' Efficiency?

Authors: Eva Eva Anguiano-Herbolzheimer¹, Mario Schijven², **Steve C. Michael**³

¹Mars and Company, ²University of Illinois at Urbana Champaign, Mahomet, IL, ³Univ Wisc-Milwaukee, Milwaukee, WI

The strategy literature has extensively examined acquisitions and finds on average that acquisitions are value destroying. Despite these findings, firms continue to utilize M&As as a corporate strategy tool. Recent studies find that some firms can create economic value from acquisitions under certain circumstances. However, the effect of M&A on performance has been difficult to pinpoint with aggregate accounting and financial performance measures. Using theory on the limits of managerial attention, the goal of this study is to exploit segment-level data to examine whether firms that more actively manage their portfolios of businesses (i.e., engage in sequencing moves of divestitures and acquisitions) achieve higher levels of efficiency compared to firms that grow without retrenchment. This study employs data envelopment analysis to measure firm-segment efficiency and finds that firms engaging in sequencing of divestitures and acquisitions outperform firms that acquire without divesting both in terms of efficiency improvements of subsequently acquired segments as well as in overall efficiency of all their business units. These results suggest that strategic redeployment of resources to better uses is a determinant for capturing value from M&A deals.

Title: EMNCs' cross-border M&As and political distance: Does corporate political activity matter?

Authors: **Lee W. Brown**¹, Ru-Shiun Liou², Dinesh Hasija³

¹Texas Woman's University, NORTH RICHLAND HILLS, TX, ²The University of Tampa, Apollo Beach, Florida, ³Augusta University, Martinez, GA

Due to rising anti-globalization sentiment, emerging market multinationals (EMNCs) face additional challenges in conducting cross-border M&As, particularly in the developed markets. Built on institutional theory, we specifically examine how political distance, representing host-home country differences in various attributes in the political environment, influences the speed of approval for EMNC acquisition in the U.S. The findings suggest that a larger political distance between the U.S. and EMNC reflects challenges for EMNCs to gain legitimacy in the U.S., resulting in the longer time required for acquisition approval. The EMNCs' corporate political activity moderated this relationship in that more corporate political activity improves the legitimacy perception of EMNCs among political actors, decreasing the time required for acquisition approval.

Title: Acquisition Performance: The Role of Integration and Functional Disruption

Authors: **Kalan G. Horton**¹, David R. King², Florian Bauer³, Bruce Lamont², Svante Schriber⁴

¹Florida State University, Pine Bluff, Arkansas, ²Florida State University, Tallahassee, FL, ³Lancaster

University, ⁴Stockholm University

A consistent focus of acquisition research is predicting acquisition performance. While the majority of research focuses on factors identified at acquisition completion, value creation or destruction from an acquisition largely occurs during acquisition integration. We examine different impacts of task and human integration on functional disruption in combining firms. Task integration is needed to achieve synergies and increase efficiency, and it only it increases functional disruption for longer integration duration. Meanwhile, human integration can reduce functional disruption, and this effect is stronger for experienced acquirers. This further supports the importance of considering task and human integration separately. We also find that functional disruption lowers acquisition performance. Additional implications for management research and practice are identified.

Title: THE INFLUENCE OF TMT CULTURAL DISTANCE IN THE COMPLETION OF CROSS-BORDER ACQUISITIONS

Authors: **Gonzalo Molina Sieiro**¹, R. Michael Holmes², Bruce Lamont³

¹University of Nevada Las Vegas, San Antonio, TX, ²Florida State University, ³Florida State University, Tallahassee, FL

Scholars have studied the effects of cultural distance on the completion process in cross border acquisitions. However, as top management teams have become more internationally diverse, assessing cultural distance as a constant for all country dyads is too simplistic. This paper uses the internationalization of the top management teams and boards of directors to challenge the corporate homogeneity assumption that underlies prior research on cultural distance. This way, I both allow firms from the same country to have different cultural distance to a given country, and for cultural distance to change over time for a given firm as its leadership team internationalizes. In a sample of cross border acquisitions by European serial acquirers, I find that TMT cultural distance will increase the time it takes to close a deal, and that this effect is contingent on the monitoring effects of board cultural distance. I then discuss the implications of this research for scholarship in cross border acquisitions and cultural distance.

Track 8: Innovative Teaching/Management Education

Implementing Experiential Learning in the Classroom and Assessing Learning from Experience Outside the Classroom

10:15 AM - 11:45 AM

Chicot

Session Facilitator: Diane Lawong (University of Alabama at Birmingham)

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

Title: Leadership readiness in student teams: The development of an experiential learning activity series

Authors: **Stephanie L. Torrico**¹, Ashley Mandeville², Jennifer G. Manegold¹

¹Florida Gulf Coast University, Fort Myers, Florida, ²Florida Gulf Coast University, Fort Myers

This paper describes a multi-week experiential learning activity series designed to improve leadership self-efficacy and authentic leadership in undergraduate business management students. Student teams were tasked with completing weekly challenges designed to develop leadership readiness skills while increasing student engagement through gamification. Paired t-testing shows evidence of changes in leadership self-efficacy and authentic leadership prior to and after participation in the eight-week experiential exercise. This paper concludes with a discussion of future pedagogical recommendations.

Title: Planning Diversity, Inclusion, and Equity for MBA Programs: Students Voicing Their Values

Authors: **Michelle M. Harvey**¹, Milorad Novicevic², Danielle Beu Ammeter²

¹University of Mississippi, Oxford, MS, ²University of Mississippi

The purpose of this article is to present an experiential learning exercise designed for students to voice their values in the process of diversity, inclusion, and equity (DIE) planning. We use Kolb's (1984) experiential learning theory as a theoretical foundation of this exercise. For implementation of the exercise, we adapted Gentile's (2017) *Giving Voice to Values* (GVV) pedagogical approach. To assess the effectiveness of applying the GVV approach to student DIE planning, we used Ingols' (2011) and Gentile, Lawrence and Melnyk's (2015) suggested frameworks.

Title: Business First: Building Credit for Prior Learning Programs in Post-Traditional Higher Education Environments

Authors: **Tyechia V. Paul**, Fayetteville State University, Smithfield, NC

This conceptual research discusses the timeliness of implementing credit for prior learning (CPL) programs, also known as prior learning assessment (PLA) programs, in business schools. It details the benefits of CPL to higher education institutions, and presents the model for quantifying the fiscal impact of CPL. It does so by analyzing adult learning best practices, aggregating quantification methods to include university-specific metrics. It also discusses the supporting factors that make business programs optimal for establishing CPL programs, based on faculty expertise, student experience, and entrepreneurial focus. **Keywords:** andragogy, higher education, business, adult learning

Track 9: PDI or Symposium

Studying Business and Government Organizations, Relationships, and Transactions: Exploring the Military Industrial Complex - Research Opportunities and Implications

10:15 AM - 11:45 AM

Neosho

Speakers:

Dave King, Florida State University

Jeffrey Martin, University of Alabama

Paul Drnevich, University of Alabama

Sanghyun Park, University of Alabama

This professional development panel symposium will present and discuss a promising, yet vastly under explored context for management research, the Business to Government (B2G) organizations, relationships, and transactions that comprise the US Defense Industry. This topic is both timely given the recent attention brought to the defense industry from the unfortunate war in Ukraine, and important given the size and frequency of B2G transactions in comparison to more studied B2B and B2C contexts. Our informed scholarly panel should provide for a lively discussion of research opportunities, questions, and available data sources in this fruitful context for interested scholars.

Track 9: PDI or Symposium

Multilevel Concepts and Principles

10:15 AM - 11:45 AM

Harris Brake

Speaker:

Nikos Dimotakis, Oklahoma State University

This workshop focuses on the conceptual underpinnings of multilevel models. We will discuss how dependence within a dataset can be a nuisance or a phenomenon of interest, and how theory-derived processes can be homologous or heterologous across levels. We'll go over foundational models in multilevel approaches, and discuss how these can be used to answer various types of research questions. We will also have an overview of data analytical options and the decisions these involve. (suggested pairing with "So, You Want to Conduct an Experience-Sampling Study. Now What?" taught by Koopman)

Track 9: PDI or Symposium

Why Failure is Important to Success

10:15 AM - 11:45 AM

White Oak

Speakers:

Micki Kacmar, University of South Alabama

Hettie Richardson, Texas Christian University

Kevin Lowe, University of Sydney

Lisa Schurer Lambert, Oklahoma State University

Bruce Lamont, Florida State University

Lucy Gilson, University of New Hampshire Paul College of Business & Economics

Tyge Payne, Louisiana State University

Research suggests that significant leaps in learning can come from failures. The SMA Fellows will discuss how mistakes and blunders have played an important role in their career success.

SMA Incoming Board Meeting - By Invitation Only

12:00 PM - 4:00 PM, Oct 21

Arkansas Ballroom

Track 1: Entrepreneurship and Family Business/Technology & Innovation

It Takes a Village to Start (Raise) a Business (Child): Human Capital and Entrepreneurship

01:15 PM - 02:45 PM

Ouachita

Session Facilitator: Sadek Showkat (University of Louisville)

Title: Nonfamily Employee Innovation in Family Firms: A Multilevel Analysis

Authors: **Joyce K. Nabisaalu**¹, Kincy Madison, Curt Moore²

¹Oklahoma State university, STILLWATER, OK, ²Oklahoma State University, Stillwater, Oklahoma

Employee innovation is central to family firm competitiveness and survival; however generalizable findings that describe employee innovation in family firms remain ambiguous. This study utilizes a multilevel approach to explore the moderating role of the depth of selection practices, a managerial level factor in family firms, in the relationships in which nonfamily employees perceived fit and management support for innovation predict employee innovation. We integrate resource orchestration theory and person-organization fit perspectives to hypothesize the relationships. Survey data was collected from leaders and employees of 24 family firms. A total of 262 nonfamily employees

participated in this study and multilevel level modeling was used for the analysis. The results show that 13% of the variance in family firms is attributed to the clustering of employees within family firms or variability between family firms. This study offers novel insight into nonfamily employee innovation and the potential factors that contribute to employee innovation variability between family firms. Practical implications are suggested.

Title: A sensegiving theory of staffing in family SMEs: Making sense of non-family hiring

Authors: **Victor A. BOYI**¹, Adekunle M. Oderinde²

¹Florida Atlantic University, Boca Raton, Florida, ²Lagos State University, Ojo, Lagos, Nigeria

Over the last three decades, research on staffing practices in both family firms and small/medium enterprises has grown significantly. However, fundamental theoretical gaps remain in the study of staffing in SMEs and family firms. Integrating research on staffing in SMEs and family businesses with sensegiving theory, we develop a theoretical framework to explain how family systems impact non-family applicants' reactions during selection interviews. In particular, we theorize that the controlling family's communication patterns affect the family interviewer's choice of influence tactics during selection interviews. Furthermore, we argue that the efficacy of the interviewer's choice of interpersonal influence tactics, and in some instances, the applicant's family communication patterns directly affect applicants' reactions to employment offers from family firms. We conclude with a discussion of the theoretical and practical implications of our framework and propose several directions for future research. This paper addresses a theoretical gap at the intersection of research into staffing SMEs and staffing family businesses, an issue that has major economic implications. We show how the interview process can reveal why some family SMEs, but not others, are successful in hiring non-family employees.

Title: Diversification and Portfolio Entrepreneurs: A Behavioral Portfolio Theory Approach

Authors: **Jorge Arteaga**¹, matthew w. rutherford²

¹Oklahoma State University, Stillwater, OK, ²Oklahoma State University, Stillwater, Oklahoma

Strategic management literature advocates for the performance benefits of related diversification. We first argue that firm-level diversification strategies do not accommodate the entrepreneurial process because portfolio entrepreneurs behave more like investors than firms. Drawing upon modern portfolio theory and human capital theory, we posit that portfolio entrepreneurs *should* engage in unrelated diversification to reduce portfolio risk, but evidence from the field suggests that this is not the case. To better understand this, we develop an empirical model to uncover under what conditions portfolio entrepreneur's do engage in unrelated diversification. We hypothesize that the relationship between human capital and related/unrelated diversification choice is contingent upon the level of financial security perceived by entrepreneur. We develop a conjoint analysis sampling portfolio entrepreneurs to explore their judgement and decision-making processes. We contribute to theory by taking the first steps to developing a theoretical logic around entrepreneurial diversification.

Track 2: Health Care/Hospitality Management/Public Administration

Crisis Leadership or a Crisis of Leadership: The Management of Crises in Health and Public Administration

01:15 PM - 02:45 PM

Neosho

Session Facilitator: Hanadi Hamadi (University of North Florida)

Title: Hospital ED as a Reflection of its TMT: Does the Extent of EMR Adoption Help?

Authors: **Subhajit Chakraborty**¹, Eugene See², J. L. Brown¹

¹Coastal Carolina University, Conway, South Carolina, ²Coastal Carolina University, Myrtle Beach, SC

While hospital emergency department (ED) crowding has been a persistent problem for most U.S. hospitals for a while now, those that have successfully managed to tackle this problem to some extent had direct and visible involvement of their top management team (TMT) that includes the hospital's CEO, CMO, CNO, CFO, CIO, and COO. Drawing from the tenets of upper echelons theory, information processing theory and quality management we suggest that a U.S. hospital ED is a reflection of its TMT. Using a holistic excogitation of patient care quality (PCQ) comprising its four dimensions—interpersonal, technical, environmental, and administrative quality, we offer a conceptual framework linking the two diversity traits of a hospital TMT—goal preference, and functional diversity—to the PCQ delivered in the ED. We also suggest that the extent of adoption of the electronic medical record (EMR), an end-to-end digital version of a patient's healthcare record at the hospital moderates the above relationships. Implications for healthcare research and medical practice are discussed.

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

Title: Do Crises Reinforce or Diminish Gender Stereotypes in Leadership? COVID-19 and Individuals' Conceptualizations of Nurse Leaders

Authors: **Graham H. Lowman**¹, Mark Hiatt¹, Lee Macenczak²

¹Kennesaw State University, Kennesaw, GA, ²Kennesaw State University, Kennesaw, Georgia

Nursing has risen to the forefront of societal scrutiny in recent years due to the COVID-19 pandemic. As a result, scholars have called for research that bolsters our understanding of nurse leaders during times of crises and strengthens the visibility of nurse leaders. While prior studies have examined nurse leaders from the perspective of those within the occupation, there is relatively little research that explores how individuals outside of the occupation conceptualize nurse leaders. We argue that the latter is necessary to provide a holistic picture of what leadership in nursing entails, particularly as the occupation seeks to navigate its newfound position at the center of societal discourse. Therefore, we utilize latent profile analysis to examine how individuals outside of nursing conceptualize effective nurse leaders in the form of implicit leadership theories. Further, we draw on event system theory and role congruity theory to explore how individuals' experiences of crises, operationalized as experiences related to COVID-19, might shift conceptualizations of effective nurse leaders towards or away from gender stereotypes for leaders. Results suggest that subjective, and not objective, experiences of COVID-19 drive individuals toward prototypical conceptualizations of nurse leaders, as opposed to encouraging movement towards more occupation congruent gendered stereotypes. Drawing from these findings, we offer theoretical and practical implications for healthcare management.

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

Title: High Medicaid Nursing Homes: Factors associated with the availability of specialized resources required to care for obese residents.

Authors: **Gregory N. Orewa**¹, Ganisher Davlyatov², Rohit Pradhan³, Justin Lord⁴, Robert Weech-Maldonado⁵

¹University of Alabama at Birmingham, Snellville, GA, ²University of Oklahoma Health Sciences Center, Oklahoma City, OK, ³West Liberty University, ⁴Louisiana State University at Shreveport, Shreveport, LA, ⁵University of Alabama at Birmingham

Obesity among the elderly requiring nursing home care is on the rise, necessitating adequate specialized resources to care for them. High Medicaid nursing homes may struggle to secure the necessary resources to meet the demands of obese residents, especially since they operate in a financially precarious environment. The purpose of this research is to explore the factors associated

with the availability of specialized resources required to care for obese residents in high Medicaid nursing homes. Using the Resource dependency theory, we hypothesized that occupancy rate, payer mix, and a higher proportion of obese residents may be positively associated with the availability of obesity related specialized resources in high Medicaid Nursing homes. The study was conducted by merging survey and secondary data sources for the years 2017-2018. Obesity-related data was collected via mail surveys sent to Directors of Nursing in high Medicaid NHs. The survey was merged with the following secondary data sources: Brown University's Long Term Care Focus (LTCFocus), Nursing Home Compare, and Area Health Resource File. The dependent variable was the summative obesity score that ranged from 0-19 with the larger number indicating greater availability of obesity-related equipment/services. An ordinary least square regression with propensity score weights (to adjust for potential non-response bias), and appropriate organizational/market level control variables were used for our analysis. Results suggest that payer mix (>Medicare residents) and facilities with a higher proportion of residents with obesity were positively associated with the summative obesity score. Policy and managerial implications are discussed.

Track 4: Human Resources / Research Methods

Research Methods and Scale Development

01:15 PM - 02:45 PM

Manning

Session Facilitator: Alex Marbut

Title: Mediation Analysis in Business Research: Understanding Effect Size Using PLS-SEM

Authors: **Misty Sabol**¹, Bradley G. Winton²

¹university of south Alabama, Spanish Fort, al, ²The University of Southern Mississippi, Gulfport, MS

Mediation analysis is prevalent in social science research yet there is a lack of consensus on appropriate mediation effect size measures. Effect size metrics are important because they provide insight into the magnitude of the mediating effect. This study reviews mediation effect size measures relevant to PLS-SEM simple mediation models and presents guidelines for researchers to use in selecting which effect size measures are appropriate to report. In this article, there is also a presentation of an empirical example to demonstrate the selection and reporting of effect size measures according to the recommended guidelines. The recommendations call for reporting effect size measures that go beyond simple mediation analysis by focusing on the importance of understanding the magnitudes of mediation.

Title: I caught it, now what do I do with it? Controlling for Insufficient Effort Responding

Authors: **Elizabeth Ragland**¹, Marcia J. Simmering²

¹Louisiana Tech University, Monroe, LA, ²Louisiana Tech University, Ruston, LA

The quality of self-report data has long been a concern, with increasing attention to the issue of insufficient effort responding (IER). Researchers have made considerable progress in developing IER detection techniques (Meade & Craig, 2012; Huang, Bowling, Liu, & Li, 2014). Yet, when researchers identify IER, the typical solution is to drop respondents who engage in it, which can limit sample size and statistical power. In this paper, we propose and demonstrate a new way to limit the effects of IER on data quality by treating IER as a measured method factor which can be utilized to control for IER.

Title: A Tutorial to Address Method Variance throughout the Research Process

Authors: **Marcia J. Simmering**¹, Elizabeth Ragland², Abdulah M. Bajaba³

¹Louisiana Tech University, Ruston, LA, ²Louisiana Tech University, Monroe, LA, ³Colorado Mesa

University, Ruston, LA

This tutorial is intended to provide evidence-based practical advice to researchers as to how to address potential error from method variance in their research. It will include a summary of research on method variance, followed by discussion of the types of variables most prone to common and uncommon method variance, and includes information about the efficacy of procedural and post hoc means to address method variance. Finally, we will demonstrate the Confirmatory Factor Analysis (CFA) Marker Technique (Williams, Hartmann, & Cavazotte, 2010) using AMOS and R software.

Title: The Development and Validation of a Multidimensional Measure of Individual Perceived Accountability

Authors: **Dominique Foster**¹, John Baur², Jon Carr³

¹North Carolina State University, Raleigh, North Carolina, ²University of Nevada, Las Vegas, ³North Carolina State University, Raleigh, NC

In response to calls for a new measure of perceived accountability in organizations, we developed and validated a construct-valid multidimensional scale – the Perceived Accountability Scale (PAS). The results of our scale development process, using data collected across two samples of diverse U.S. workers, provide support for the psychometric soundness, validity, and utility of the PAS. Further, our findings offer a novel perspective on the nuanced relationships between perceived accountability and its theoretical outcomes that have historically puzzled scholars. Applications and future research avenues made possible by the introduction of the PAS are discussed.

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

Morals and Ethics: Interesting and Important Topics

01:15 PM - 02:45 PM

Hoffman

Session Facilitator: Koushikee Dutta (Towson University)

Title: The Relationship between Experienced and Observed Harassment: The Role of Organizational Identification and Perceived Justice in a Higher Educational Context

Authors: **Sangbum Ro**¹, Bella Galperin¹, Deirdre P. Dixon¹, Natalia M. Belfore²

¹The University of Tampa, Tampa, FL, ²University of Bridgeport, Bridgeport, Connecticut

Purpose- Building on cognitive schema theory, this study investigates the relationship between experienced and observed harassment in a university setting. It also examines two moderators -- organizational identification and perceived justice. Our paper highlights the important role of schemas in the perceptions of observed harassment in an academic context. Design/methodology/approach- Using a cross-sectional survey, data were gathered from 276 academics and staff in a mid-sized private university located in the southeastern region of the United States. Findings- Our results suggest that employees who personally experience workplace harassment are more likely to observe others as being targets of harassment. Our findings also show that organizational identification and perceptions of organizational justice moderated the relationship between experienced harassment and observed harassment. Originality/Value- Our empirical findings support the important role of schemas in understanding how pre-organized cognitive templates can impact perceptions of observed harassment in an academic context. Our findings stress the central role of organizational identification and perceived justice in managing harassment in a higher educational context.

Title: Agonistic Respect and the Ethics of Employment Relationships

Authors: **Harry Van Buren**¹, Tricia D. Olsen²

¹University of Tennessee-Chattanooga, Chattanooga, TN, ²University of Denver, Denver, CO

Organization-stakeholder relations remain fraught, despite decades of research, policymaking, and advocacy to achieve greater harmony. We argue that contestation about the nature and content of business responsibility – far from having abated – has instead increased over time due, in part, to the power asymmetries between stakeholders and business organizations. We engage with the organization-stakeholder literature and ask: In a context of unequal organization-stakeholder relations, in which powerless stakeholders have lost ground over time and can no longer contest the terms of exchange with corporations, how can a renewed approach to stakeholder engagement improve the interactions powerless stakeholders have with corporate actors? To resolve the shortcomings of the status quo (*antagonistic business irresponsibility*), we argue corporations must adopt a renewed focus on their long-term relationships with stakeholders by engaging in what we will call *agonistic business responsibility*. This concept is developed by building on the notion of agonistic respect. We use the empirical context of labor rights in the United States to illustrate the importance of this research, which has critical implications for employees and for the longevity and trustworthiness of business organizations, generally.

Title: Measuring Moral Intensity: Perspectives on Subjective versus Objective Measurement

Authors: **Meagan Baskin**¹, Justin B. Keeler²

¹Florida Gulf Coast University, Fort Myers, FL, ²Texas Christian University, Hot Springs, AR

Ethical issues are a continuing problem in organizations and there is a need for new ways to understand how individuals view ethical issues in order to ameliorate unethical actions in the workplace. There are two different views when it comes to understanding the cause of unethical behavior, the situation (objective) or the person (subjective). In this article, we review the current use and measurement of Jones's (1991) variable of moral intensity and provide a reconceptualization of this construct as both an individual difference variable and situational variable. The resultant outcome of this integration is a modification of Jones' model to include both subjective and objective moral intensity dimensions. We hope to incite new views and the development of new measures of ethical decision-making that organizations could utilize to better identify unethical situations and how individuals may handle such situations.

Title: The effectiveness of digital tools in controlling corruption: A governance approach

Authors: **Mahdi Forghani Bajestani**¹, Shaomin Li²

¹Alabama State University, Montgomery, AL, ²Old Dominion University, Norfolk, VA

Digital technologies are often perceived to be uniformly positive tools for anti-corruption purposes creating more transparency and making governments more accountable. However, the evidence is scarce and inconsistent. This study offers new insights based on a more nuanced, context-dependent perspective to solve the puzzle. We distinguish between rule-based and relation-based countries as different governance environments and suggest that the context determines how digitalization plays out. While digital tools contribute to the fight against bribery in rule-based economies, they facilitate corruptive practices in relation-based countries. A panel data analysis on 82 countries over a 9-year period from 2012 to 2020 supports our arguments and confirms the context-specific nature of digital transformation and its discrepant implications for different societies.

Track 6: Organizational Behavior

Influences on Work Behavior

01:15 PM - 02:45 PM

Grand Ballroom - Salon A

Session Facilitator: Paula Kincaid (University of North Texas)

Title: Family Supportive Supervisor Behaviors and Employee Perceived Job Security: The Mediating Role of Interpersonal Trust

Authors: **Wenjuan Guo**¹, Junnan Cui²

¹Valdosta State University, Valdosta, Georgia, ²St. Norbert College

Perceived job security was found to be positively associated with many employee and organizational outcomes, while what makes employees perceive a higher level of job security is still understudied. Considering the growing work-family demands faced by working adults nowadays, we propose that what supervisors do to support subordinates' work and family will impact their perceived job security, and the relationships are mediated by affect- and cognition- based trust. Using a sample of 165 working adults in the U.S., we found that supervisor role modeling behaviors and creative work-family management are positively associated with employee perceived job security. In addition, the results showed that supervisor emotional and instrumental support behaviors are positively associated with perceived job security via affect-based trust, and supervisor role modeling and creative family-work management behaviors are positively associated with perceived job security via cognition-based trust.

Title: Recognizing Forms of Bias: A Model With Implications for Implicit Racial Bias in the Workplace

Authors: **Quentin T Baldwin**, Virginia Tech, Blacksburg, VA

Inspired by changing demographics in the U.S. workforce, as well as a tendency to respond to societal demands for diversity, equity and inclusion, firms are investing billions of dollars in diversity solutions intended to manage bias and discriminatory behavior in the workplace. In spite of such investments, however, it remains unclear—within the academy and in practice—whether this investment in diversity, equity, and inclusion solutions produces behavioral outcomes that counter the pervasive nature of bias and discriminatory behavior in the workplace. In this article, we argue that the ability to recognize and measure implicit racial bias at the individual and group dimensions of awareness leads to the identification of organizational strategies commensurate with deep-level diversity, as alternatives to traditional human resource policies and practices intended to manage employee behavior. Further, we draw from emotional intelligence to conceptualize Recognizing Forms of Bias (RFB) as a multi-dimensional construct critical in identifying the individual and group level complexities of implicit racial bias that remain impediments to effective diversity, equity, and inclusion solutions. As a platform suitable for assessing implicit racial bias at the individual and group levels of analysis, we introduce virtual reality interventions that allow for the identification of deep-level diversity solutions as alternatives to traditional human resource policies and practices intended to manage employee behavior. Finally, we develop an integrated model, with propositions, that help explain the potential for recognizing implicit racial bias through the intervention of virtual reality experiences.

Title: Paint with all the colors: Organizational imagery as a signal of social support

Authors: **Paula Kincaid**, University of North Texas, Denton, TX

Scholars are interested in how organizations communicate with the public but scholarship to date largely focuses on the rhetoric mode of communications that organizations use. However, organizations communicate with the public via visual modes of communication as well. Thus, taking a symbolic interactionist perspective, I use grounded theory visual analysis to analyze 7 organization's Instagram posts over the last 26 months to assess how organizations assign meaning to their organizationally-produced images in order to signal social support to others. In doing so, I contribute our understanding

of how organizations communicate with the public through the use of organizational imagery. Further, by integrating a newer method to analyze organizationally-produced images, I expand our understanding of how organizations use visual cues to signal social support to one particular minority group: the LGBTQIA+ community.

Track 6: Organizational Behavior

To Be Human is to Err: Regret, Forgiveness, & Mistakes

01:15 PM - 02:45 PM

Grand Ballroom - Salon B

Session Facilitator: Kelly Manix (Middle Tennessee State University)

Title: Consequences of employee transgressions: An exploratory content analysis of supervisor forgiveness and unforgiveness experiences

Authors: **Madelynn Stackhouse**, University of North Carolina at Greensboro, Greensboro, NC

To better understand forgiveness and unforgiveness in the workplace, we examine how employee transgressions are perceived by supervisors harmed by the transgression. In this qualitative study, managers and supervisors ($N = 315$) wrote autobiographical narratives about being a victim of an employee offense. Qualitative narratives were content analyzed to explicate the themes that separate forgiven employee transgressions from unforgiven employee transgressions. Content analysis of the 32 coded themes and 10 meta-themes revealed that manager attributions of the offender's role in the offense, beliefs and views of forgiveness and unforgiveness, whether the event had lasting consequences, and the degree to which victims emphasized self-protection and protective safeguards delineated forgiveness from unforgiveness in the workplace. Contrary to past theorizing about the nature of forgiveness in the workplace, forgiving victims described continuing negative affect such as moral outrage (anger, spitefulness) and moral loss (disappointment, betrayal), while there were no differences in continued interpersonal vulnerability when managers forgave versus did not forgive. Implications for forgiveness and unforgiveness theory in the workplace context are discussed.

Title: Shall Leader Express Regret? Can Regret Expression Relate to Perceptions of Leadership Effectiveness?

Authors: **Yuyang Zhou**¹, Chaitali Kapadia², Hock-Peng Sin²

¹Weston, FL, ²Florida International University, Miami, FL

Leaders occupy the most critical roles in organizations. They have to make decisions almost on a daily basis, and some decisions are challenging or unpopular. Feelings of regret can stem from looking back on past decisions and believing that a better outcome may have occurred if a different choice was made. Therefore, leaders could have higher chances of experiencing regret emotions and expressing their regret. However, the question of how leader's expression of regret influences their perceived effectiveness has been left untouched by researchers and practitioners for years. Drawing on implicit leadership theory, through an experimental study with 374 participants, we showed that leaders who express regret are perceived as less effective. This study also revealed that the negative impact of leader regret expression on perceived leader effectiveness was mediated by observers' perceived leadership prototypic violation. Moreover, we tentatively explored the leader gender's role in the relationships. We found promising information showing that male leaders who expressed regret received the highest ratings of prototypic leadership violation and lowest ratings of leader effectiveness. In addition, regarding the female leaders, who are generally perceived as being too emotional for effective leaders, when they don't express regret, they received the lowest ratings of prototypic leadership violation and highest ratings of leader effectiveness.

Title: Forced vs Voluntary Apologies: When Words Are Not Enough

Authors: **Luke A. Langlinais**¹, Ed C. Tomlinson²

¹*Belmont University, Brentwood, Tennessee*, ²*West Virginia University*

Apologies are a customary response following a trust violation and are often an expected response due to them being a social norm. While apologies have been found to be an effective strategy to facilitate interpersonal trust, there are limits to the value and effectiveness of an apology. A forced apology removes the opportunity for a natural impression to form from an authentic communication that is based on sincere feelings of remorse. Forced apologies can be triggered for various reasons, such as being demanded by a superior, coerced through ostracism from a group, part of mandatory discipline, or even exacted by victims themselves. When apologies are demanded instead of allowed to emerge volitionally, they may be a suboptimal strategy for improving trust. By invoking restorative justice and retributive justice, we expand our understanding of the judgements that influence trust following violations and reparative efforts. We find evidence that forced apologies result in lower levels of trust than voluntary apologies. We also find support that the respective effects of forced and voluntary apologies on trust work through the victim's judgements of the offender across key attributes, and also how overlapping mental representations between the victim and offender facilitates trust. Finally, we investigate the role of the tendency for interpersonal victimhood as a predictor of victim-demanded apologies.

Title: A Fear-Based View of Wisdom: The Role of Leader Fear of Failure and Psychological Empowerment

Authors: **Stephanie Solansky**¹, Yuan Wang², Emmanuel Quansah³

¹*Texas State University, San Marcos, Texas*, ²*University of Houston-Victoria*, ³*University of Houston-Victoria, Victoria, TX*

This paper considers two of the most powerful concepts in human history: fear and wisdom. Although wisdom has a resurgence of interest in business literature, fear is still not given much attention. In this paper, we rely on a fear-based view of wisdom, and empirically examine through a quantitative study of 249 leaders if the greatest regulator of human behavior (fear) is positively related to the greatest human capacity (wisdom). We are specifically focused on the role of fear of failure and wisdom. Additionally, because we recognize that fear has a negative connotation and likely has a tipping point regarding leader effectiveness, we propose that psychological empowerment serves as a coping mechanism of fear and mediates the relationship between fear of failure and wisdom. This study is the first to empirically explore the fear-based view of wisdom and in doing so provides important scholarly and practical contributions.

Track 7: Strategic Management

What Does it Take to Collaborate? Friend or Foe

01:15 PM - 02:45 PM

Grand Ballroom - Salon C

Session Facilitator: Curtis Sproul (Georgia Southern University)

Title: Who is your next partner? Building a network-based collaboration profile to predict future interfirm ties

Authors: **Marat Davletshin**¹, Stephen T. Downing², Gideon Markman³

¹*Colorado State University, Fort Collins, CO*, ²*University of Missouri, Columbia, MO*, ³*Colorado State University, Superior, CO*

How can firms spot future partners? Explaining the conditions under which firms form partnerships is imperative for scholars and businesses alike, but forward-looking, predictive frameworks of partnership formation remain a challenge. This is due largely to the absence thus far of a robust theory explaining and predicting which non-partners today might become partners tomorrow. Expanding the *awareness-motivation-capability* (AMC) framework from competitive dynamics to collaborative relations, and using temporal exponential random graph models (TERGM), we examine 8,913,642 dyad-year network observations during a 13-year period (2003-2015). Our study reveals five predictors of partnership formation. The first four—*firm status, status similarity, nested networks, and internetwork coalescence*—antecedent collaborative tie formation. The fifth predictor, the extent to which *firms are separated*, is an exclusion criterion—once firms are separated by four or more degrees, they rarely become direct partners. Together, form a collaboration profile which assists scholars and managers in seeing which non-partners today could become partners tomorrow.

Title: COMPLEME-TITION: MULTILATERAL COMPETITION AND ECOSYSTEM STRATEGY

Authors: **Kalan G. Horton**¹, Andréa M. Hodge², Debrielle De La Haye³, Michael S. Paik

¹Florida State University, Pine Bluff, Arkansas, ²Florida State University, Tallahassee, FL, ³Florida State University, TALLAHASSEE, Florida

This study provides an empirical investigation of ecosystem strategy wherein we introduce the concept of compleme-tition. While extant literature tends to assume competition between firms on the same lateral level, we consider competition among multiple levels. Multilateral competition in ecosystems is a theoretical gap we fill by proposing that competition at, and between, multiple levels within an ecosystem impact the relationships among, as well as the alignment of, firms when materializing a value proposition. Utilizing theoretical perspectives from both ecosystem strategy and competitive dynamics literatures, we develop a framework that elucidates the relationships (i.e. super modular and unique complementarities) and competitive moves (i.e., platform expansion and platform integration due to technological shifts) between focal and complementing firms in a platform ecosystem. Using a sample of over 12,000 complementary products across 32 focal platforms in the video-game industry between 1977 and 2019, we find strong empirical support for our framework. We ultimately find that by reducing the super modular effect focal firms have on their performance, complements are capable of shifting where the marginal benefit derived by consumers resides, thereby enhancing its position within the value proposition of the ecosystem. Discussion of results and directions for future research are included.

Title: Signaling Legitimacy: Foreign State-Owned Multinationals and FDI Ownership Structure

Authors: **Barclay James**¹, Rajeev J. Sawant²

¹St. Mary's University, San Antonio, TX, ²Florida Atlantic University, Davie, FL

We develop and test a key proposition about how state-owned multinational enterprises (SMNEs) respond to illegitimacy in host countries and adapt their ownership structures. In particular, we examine conditions under which SMNEs' illegitimacy with host-state stakeholders likely is amplified compared to privately- (not state-) owned multinational enterprises (PMNEs). We propose that SMNEs sacrifice equity control to the host state to signal greater legitimacy—to the host state, to the host states' citizenry, and to other relevant stakeholders. We think SMNEs may wish to send the strongest signal of legitimacy when they appear the most illegitimate. Our key proposition is that when SMNE illegitimacy is amplified compared to PMNE illegitimacy, SMNEs will respond by relinquishing partial equity ownership to host-state partners. We theorize that SMNE illegitimacy is amplified relative to PMNEs under the following conditions: 1) when the host country is more economically dependent on the home country of the SMNE, 2) when the host country has substantial natural resources (e.g., minerals), 3) when the investment project includes more advanced technology. Our results are largely consistent with our key proposition.

Title: Alliance Portfolio and Platform Adoption

Authors: **Xiaowei Zhang**¹, Niels Noorderhaven², Xavier Martin³

¹TILBURG, Noord-Brabant, Netherlands, ²Tilburg School of Economics and Management, Tilburg, Netherlands, ³Tilburg University, Tilburg, Netherlands

Studies of the platform adoption decision usually focus on the direct advantages and disadvantages a complementor may obtain by joining a specific platform, sometimes comparing with another platform but normally setting aside the complementor's other (non-platform) relationships. This study takes a potential complementor's pre-adoption alliance portfolio into consideration. Focusing on the enterprise software industry and independent software vendors (i.e., ISVs, potential complementors), we theorize platform adoption to also be a decision about alliance portfolio reconfiguration and ask how the characteristics of an ISV's pre-adoption alliance portfolio affect its platform-adoption decision. Studying the SAP R/3 platform, we find that a weak bargaining power of an ISV vis-à-vis partners in its alliance portfolio is negatively associated with the ISV's likelihood of adopting a platform. In addition, we find that the size of the ISV alleviates this negative association. We discuss contributions to both the platform literature and the alliance portfolio literature.

Track 8: Innovative Teaching/Management Education**Making Sense of COVID-19's Impact on Students and Teachers in the Classroom and Beyond**

01:15 PM - 02:45 PM

Chicot

Session Facilitator: Tyechia Paul (Fayetteville State University)

Title: Doubt and conviction: The path to meaningful learning and development

Authors: **Thomas Conklin**, Georgia State University, Atlanta, Georgia

The Covid pandemic has impacted institutions and the people who inhabit them in unprecedented ways. It is demanding a wide variety of new forms of work and relationship and has siphoned energy and commitment from those activities central to our lives. The classroom is not immune to these effects as attention and commitment to learning have been impacted for both students and faculty. This paper is an attempt to rethink and re-interpret what to do on the first day of a course to maximize the potential that exists in that pregnant moment, especially in these turbulent times. To address these dramatic changes, details of an opening talk are offered that confront the new reality and provide a way forward. This talk is intended to capture students' interest and compel them to commit to the time together in the classroom. The impact of the talk is interpreted through the Autonomy Supportive classroom literature and that of Fixed and Growth mindsets.

Title: Students Crafting Their Way Through A Pandemic: A Qualitative Study of International Business Management Students

Authors: **Diane Lawong**¹, Steven W. Day², George Munchus³

¹University of Alabama at Birmingham, Birmingham, Alabama, ²North Carolina Central University, Durham, NC, ³School of Business at UAB, Birmingham, AL

This study captured the experience of 41 international students pursuing business degrees in Berlin, Germany, during the pandemic. The students were interviewed in January 2022 and asked to recount their experience starting from the initial lockdown in March of 2020, due to the COVID-19 pandemic, up until the time of their interviews. A four-step thematic content analysis approach was used to analyze the data retrieved from transcribed interviews. The findings revealed that students crafted their way

through the pandemic by engaging in several changes to adjust and adapt to the challenges and uncertainties associated with the pandemic. The result showed changes in two main categories (task and relational) which were further delineated into themes (physical and cognitive changes).

Title: The Impact COVID-19 on Students' Perceived Justice, University Support, Professor Support and Intentions to Dropout

Authors: **Silvana Chambers**¹, Clifton Mayfield², alix valenti³

¹University of Houston-Clear Lake, KATY, TX, ²University of Houston – Clear Lake, Houston, Texas, ³University of Houston-Clear Lake, Houston, Texas

The COVID-19 pandemic has impacted many aspects of life for everyone, including university students. The significant decline in student enrollment universities experienced during the pandemic has not improved despite campus re-openings. The potential economic and social impact of this decline makes it important to identify the factors that may be contributing to this problem. In this study, we apply the organizational support framework to student samples collected in the college of business at a southwestern public university in the United States before and during to examine group differences in the relationships of perceived organizational support (POS), its antecedents: professor support, fairness of treatment, and fairness of outcome, and intention to drop out. We exploit the natural experiment created by COVID-19 to estimate the effect this major stressor by applying propensity score matching to account for any potential bias in sampling. Group comparison in social sciences and organizational research is a common and informative practice that many studies have applied to identify COVID-19-related differences; however, most studies have not included measurement invariance assessments, which are a statistical pre-requisite for making group mean comparisons. After conducting measurement and structural invariance tests, results revealed that compared to the pre-COVID-19 sample, COVID-19 decreased students' intentions to dropout. We also found differences in the structural paths that revealed that compared to before COVID, during COVID-19 professor support significantly contributed to student retention. The significance of this study and its implications are discussed.

Track 9: PDI or Symposium

Teaching Students How to Team: Perspectives from Team Science

01:15 PM - 02:45 PM

White Oak

Speakers:

Anthony Hood, University of Alabama at Birmingham

Tera Webb, University of Alabama at Birmingham

Although students often have little to no training in how to effectively work with other students in a team environment, team-based assignments are commonly used in higher education courses. This sink-or-swim model leads to misunderstandings, dissatisfaction within student teams, conflicts, and frustration among students and faculty. This workshop will: 1) describe how to develop a team training session for students prior to initiating team projects and 2) illuminate key concepts that should be covered in team training for effective team performance. This will be an interactive experience where attendees will engage with hands-on exercises that could be used to develop a structured team training for students.

Track 9: PDI or Symposium

Survey Design

01:15 PM - 02:45 PM

Harris Brake

Speaker:

Don Kluemper, University of Illinois at Chicago

Best practice in study design requires balancing a range of methodological concerns and trade-offs that relate to the development of robust survey designs, including making causal inferences; internal, external, and ecological validity; common method variance; choice of data sources; multilevel issues; measure selection, modification, and development; appropriate use of control variables; conducting power analysis; and methods of administration.

Concerns regarding the administration of surveys, including increasing response rates as well as minimizing responses that are careless and/or reflect social desirability. Finally, decision points arise after surveys are administered, including missing data, organization of research materials, questionable research practices, and statistical considerations. We will explore this array of interrelated study design issues associated with theory, survey design, implementation, and analysis with the goal of maximizing overall scientific rigor.

Snack Break @ Café SMA

2:45 PM - 3:15 PM, Oct 21

Riverview

**Sponsored by the Coggin College of Business at the University of North Florida*

Track 1: Entrepreneurship and Family Business/Technology & Innovation

Legitimacy, Social Movements, and Digital Platforms

03:15 PM - 04:45 PM

Ouachita

Session Facilitator: Clau Sganzerla (Texas Tech University)

Title: Distinctiveness Legitimizes? Examining the Parallel Nature of Distinctiveness and Conformity

Authors: **Duygu Phillips**¹, matthew w. rutherford², Bryan Edwards³, Curt Moore², Kincy Madison⁴

¹University of Delaware, Middletown, Delaware, ²Oklahoma State University, Stillwater, Oklahoma, ³Oklahoma State University, ⁴Oklahoma State University, Stillwater, OK

The dominant stance in the literature is that legitimacy is attained by conforming to a category. We submit that this work has not fully appreciated two key contingencies: (1) that different types of legitimacy may mediate differently, and (2) that categories vary by level of appeal. Adopting a cultural entrepreneurship process model, we submit that competitive distinctiveness and institutional conformity can serve as legitimating strategies in identity development, but each construct's relationship with performance is mediated by a different type of legitimacy and contingent upon category appeal. In particular, we hypothesize that competitive distinctiveness is legitimated pragmatically, while institutional conformity is legitimated normatively. Using a mixed methods approach, we find that both competitive distinctiveness and institutional conformity are positively related to performance, but, as hypothesized, via different legitimacy paths. In addition, these relationships are contingent upon category appeal, such that when the category is more appealing, distinctiveness is less effective than conformity.

Title: Resource Acquisition in Digital Platforms: Laying a Future Research Foundation Through a Systematic Literature Review

Authors: **Nick Johnson**, University of North Texas, Denton, TX

Resource acquisition in digital platforms is a growing phenomenon, though rarely explored in literature. Although digital platforms have been examined, there lacks a review on the dynamic of resource acquisition in digital platforms. My systematic literature review highlights 20 articles (2011-2022) studying resource acquisition in digital platforms. I identify and explore two key themes present in the current digital platform resource acquisition literature— complementor and platform owner. Furthermore, I propose future research directions to expand the digital platform literature agenda through established theories that can help explain the dynamics associated with resource acquisition in digital platforms.

Title: Concoctions of the Past: New Ventures use of History for Legitimacy

Authors: **Jonathan Freedom**¹, Shannon Younger², Santosh Srinivas³

¹Clemson, ²University of Arkansas, ³HEC Paris

New ventures seek legitimacy in many ways (Suchman, 1995), particularly through rhetorical strategies (Lounsbury & Glynn, 2001). Scholarship indicates history may a valuable rhetorical strategy (Suddaby & Foster, 2017; Suddaby, Foster & Quinn Trank, 2010); however, there is a limited scholarship examining how new ventures leverage history through the process of legitimation absent an existing track record (Higgins & Gulati, 2006). We conducted an inductive study of the craft distillery market in Washington State (United States) through which we find evidence for repositories of history that new ventures can draw upon, adapting them through various modes of engagement and delivery mechanisms. Our paper aims to contribute to work on cultural entrepreneurship and legitimacy through its consideration of cultural tools new ventures can readily use in the process of legitimation.

Title: Non-deliberative effects of social movements on entrepreneurship: Social venturing without signals from social movement organizations (SMOs)

Authors: **J Jeffrey Gish**¹, Lauren Lanahan², Joshua T. Beck²

¹University of Central Florida, Orlando, Florida, ²University of Oregon, Eugene, OR

Social movement organizations (SMOs) place deliberative pressure on existing firms through political activism and can spur entrepreneurial activity that is congruent with the SMO's aims. However, diffuse and decentralized social movements, even without SMOs, can also yield non-deliberative effects that benefit entrepreneurial activity. As a test case for this phenomenon, we provide evidence that populist social movements can mobilize consumers and producers by creating a sustained shift that improves the competitive position for small-scale firm activity. We examine the beer industry as a theoretically representative context and assemble several data sources to compile a narrative around microbrewing's accelerated growth in the United States. To validate our assumption that the positions of small-scale firms are congruent with populism (i.e., community-grounded and small-scale), we leverage recent advances in natural language processing to examine microbreweries' origin stories, mission statements, and core aims. Then we exploit city-level differences to test the effect of the 2011 Occupy Wall Street Movement on the hastened growth of microbreweries across U.S. metros. We find evidence that Occupy's presence across cities accelerated the growth of microbreweries. We also find that the city's resource fit between startups and local socio-economic conditions moderates the main effect of social movements on organizations. Specifically, greater abundance of low-skilled labor and higher consumer incomes augment the degree to which entrepreneurs can respond to the anticorporate sentiment generated by populist social movements.

Track 3: Organizational Theory / International Management / Management History
Institutional Logics, Org. Design, Narratives & Sensemaking

03:15 PM - 04:45 PM

Chicot

Session Facilitator: John Rogers (University of Mississippi)

Title: A Stakeholder Lens on Sensemaking and Sensegiving Research in Management Literature

Authors: **Alanna alhirsh**¹, Olga Bruyaka², Miles Zachary³

¹Texas Tech University, Lubbock, TX, ²West Virginia University, Morgantown, WV, ³Auburn University, Auburn, AL

Since their introduction to literature, sensemaking and sensegiving have gained a prominent position across the management discipline. While this growing popularity highlights valuable impact, the broad application of sensemaking and sensegiving has resulted in a fragmented stream of research that blurs scholars understanding of who engages in sensemaking and sensegiving as well as why and how the nature of these processes differs among actors. To advance scholars knowledge, we review sensemaking and sensegiving research (published in top-tier management journal from 1991-2020) from a stakeholder perspective. In doing so, we contribute to the literature by (1) explaining when and why various internal and external stakeholders are triggered/enabled to engage in sensemaking and sensegiving, (2) clarifying which stakeholders engage in each of the 42 types of sensemaking and sensegiving, and (3) developing a heatmap that illustrates which stakeholder interactions have been studied using sensemaking and sensegiving and which are fruitful avenues for research.

Title: Towards Advancing Interventionism in Organizational Design: A Review and Call

Authors: Christine Kirkland¹, **David Maslach**²

¹Florida State University, Tallahassee, FL, ²Florida State University, Tallahassee, Florida

: Organizational design, the study of the formal and informal structures and strategies of organizations, is foundational to organizational theory, organizational economics, and strategy. We review 64 papers on organizational design. Using McGrath's (1981) Dilemmatics framework, we investigate the interplay between theory and research methods used to study organizational design. Surprisingly, we find that much of our understanding of organizational design builds on knowledge that lacks the actual design of organizations. Given this surprising result, we advance the notion of interventionism in organizational design, which we define as participative interference in organizations used to explore and provide evidence of effective organizational design. By drawing attention to interventionism, we contribute to our understanding of organizational design, research methods, and strategy.

Title: From crisis, to recovery, to boom: How narratives drive asset bubbles.

Authors: **Preston Teeter**¹, Anthony Grace²

¹Randall University, Moore, OK, ²University of the Sunshine Coast, Sippy Downs, Queensland, Australia

Various scholars, from a wide range of disciplines, have established that narratives play a central role in asset bubble formation. However, very little empirical evidence exists to clarify the precise nature of this role. In response, we conducted a longitudinal study of the U.S. tech bubble of 1997 to 2000. Based on our findings, we introduce a narrative theory of asset bubble formation, which contends that large-scale bubbles can emerge through three interrelated phases of 1) narrating a crisis, 2) narrating a recovery, and 3) narrating a boom.

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

Workers Are Too Often Forgotten

03:15 PM - 04:45 PM

Hoffman

Session Facilitator: Ryan Teschner (University of Texas at Dallas)

Title: Conceptualizing returning United States military veterans as expatriates

Authors: **Christopher B. Stone**¹, Andrea Neely², William Phillips³

¹*Wichita State University, Wichita, KS*, ²*University of Tennessee at Chattanooga, Chattanooga, Tennessee*, ³*Emporia State University, Emporia, KS*

In this paper we propose a theoretical frame, based on expatriate research, that can be used to study the transitional experiences of military veterans entering the civilian workforce as well as inform practical recommendations for designing interventions and transition support programs. Similar to expatriates integrating and acculturating to a new host country, veterans must integrate and acculturate to the civilian workplace, which they often have never experienced. Since culture denotes a specific language and verbiage use, appropriate mannerisms, norms, beliefs, symbols, rituals, and dress, the military is its own unique cultural group (Reger et al., 2008). Despite calls for theory development in the area of military to civilian transition, to date no theoretical frame has materialized. Given the degree of fit, the expatriate literature can also provide a useful framework for researchers of veteran transition as well as practitioners. Additionally, conceptualizing veterans as a type of expatriate can benefit expatriate researchers by providing a much more readily available set of participants. This overlap can lead to mutual benefit for both veteran transition and expatriate researchers.

Title: Released but Still Imprisoned: Conceptual Review Extending the Criminal History Identity and Stigma Management Literature

Authors: **Francisco J. Moreno Gonzalez**¹, Michael Johnson², Terrance L. Boyd², Jiuyang J. Chen²

¹*Louisiana State University, Baton Rouge, Louisiana*, ²*Louisiana State University, Baton Rouge, LA*

Those with a criminal history represent a substantial portion of the worldwide population (e.g., a third of people in the United States). These individuals face many challenges when attempting to enter organizations. However, a criminal history's influence on work is not well understood. The multi-disciplinary literature has generally concluded that its management is difficult, with public policy efforts remaining largely ineffective. Thus, the responsibility of its management has been placed on the individual even though scholars view it as an unmanageable stigma. With our integrated conceptual review, we aim to challenge this assumption, relying on a stigma management lens to review the multidisciplinary literature. We present the key themes and unanswered questions of this literature, as well as identify ways in which stigma management theorizing can be better applied to advise the literature's understanding of the stigma management process. Further, we use the criminal history stigma context to identify new dimensions upon which all stigmas can be categorized. In this way, we aim to extend knowledge of how other stigmas are experienced and managed in the workplace. Overall, this conceptual review brings a new understanding to the criminal history identity literature by viewing it through a stigma management lens and brings insight to the broader stigma management literature by viewing it through the lens of the criminal history stigma.

Title: Resolving the disability inclusion dilemma: A meta-analysis comparing the performance and job attitudes of disabled and non-disabled employees

Authors: **Yuyang Zhou**¹, Siddharth K. Upadhyay², Chockalingam Viswesvaran³

¹*Weston, FL*, ²*Florida International University, MIAMI, Florida*, ³*Florida International University*

Despite longtime interest among scholars in reducing barriers for disabled employees at the workplace, disability inclusion still remains a challenge for most organizations. We conduct a meta-analysis of studies comparing the task performance (self-report and non-self-report job performances), job attitudes (job satisfaction, perceived supervisor support, perceived organizational support, and psychological well-being), and various measures of work disruptions/withdrawal behaviors (perceived interference with work, compensation claims, absenteeism, turnover, and tenure) of disabled employees and their colleagues. Our results cumulating findings across 35 independent samples show small effect sizes ranging from .04 for absenteeism, .06 for job satisfaction, and .13 for task performance. Interestingly, the difference in task performance was .12 for self-reports but .34 for other reports, suggesting that disabled individuals do face a perception problem when it comes to their task performance. The expectation that (1) disabled individuals will exhibit lesser withdrawal behaviors (due to increased engagement), and (2) organizational concerns that employing disabled individuals will increase work compensation claims, were not empirically supported.

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

****Best Overall Doctoral Student Paper****

Title: The Power to Push Through? A Resilience Perspective on Disability Relationships and Leader Performance

Authors: **Terrance L. Boyd**¹, Michael Johnson¹

¹*Louisiana State University, Baton Rouge, LA*

Despite the growing research on the workplace impacts of individuals with disabilities, the outcomes of providing care or having a relationship with these persons with a disability have been relatively unexplored. This lack of research is concerning given that informal caregivers make up a large portion of the workforce and that the number is expected to rapidly grow. Importantly, the work that has considered these impacts has been theoretically limited, largely taking a deficit-based perspective to consider the harmful outcomes of this disability relationship. In contrast, we conceptualize this relationship as a potential source of resilience in employees, affecting their performance and allowing them to be better organizational leaders. We present three studies that constructively replicate results across design and sample type (multi-rater, time-lagged [Study 1]; unit-level, time-lagged [Study 2]; & longitudinal [Study 3]). Results consistently show that a disability relationship is positively associated with a leader's performance through the leader's psychological resilience. Overall, our results challenge the deficit-based view of disability relationships found in the literature, suggesting that caregiving for a person with a disability may be a key source of strength for leaders. Implications for the disability, caregiving, and stress literatures are discussed.

Track 7: Strategic Management

Who Gets a Seat on the Board? Directors and Top Managers

03:15 PM - 04:45 PM

Grand Ballroom - Salon C

Session Facilitator: Gonzalo Molina Sieiro (University of Nevada Las Vegas)

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

Title: YOU HAVE MY DIVIDED ATTENTION: BUSY BOARDS AND THE APPOINTMENT OF CHIEF SUSTAINABILITY OFFICERS

Authors: **Kira Haensel**¹, Stav Fainshmidt²

¹*Florida International University, Miami, FL*, ²*Western University*

Why do some firms appoint a chief sustainability officer (CSO) to their top management teams?

Existing literature suggests legitimacy-seeking and sustainability performance as potential drivers, but empirical evidence remains scarce and unclear. In this study, I argue that CSO appointments are driven by constraints related to director roles and the ways in which directors respond to them. Drawing from the attention-based view, I posit that when directors serve on multiple corporate boards, they are pressed to divide their attention between governance responsibilities while being the core decision-making unit for sustainability strategy. Such undertaking in addition to already demanding director tasks makes these 'busy boards' operate under attentional scarcity and, thus, more likely to create a CSO position as a specialist solution. Using longitudinal data on S&P 500 firms, I find support for my argument. Further, consistent with the situated nature of attention allocation, I show that the effect of multiple board appointments on the likelihood of CSO appointment is stronger when CSO appointments in a firm's industry are more prevalent, when the board features a sustainability committee, and, contrary to my prediction, when the firm's sustainability performance is higher. This study advances theory of the heterogeneous ways by which firms address sustainability pressures, explicates attention scarcity due to multiple board appointments as a key driver of the creation of a CSO position, and enriches upper echelons theory by identifying the attentional scarcity of corporate boards as a novel determinant of TMT structure.

Title: Activists on board: Shareholder activists and their influence on firm strategic change

Authors: **Eugene See**¹, Yeongsu (Anthony) Kim²

¹Coastal Carolina University, Myrtle Beach, SC, ²Western Kentucky University, Bowling Green, Kentucky

The prevalence of shareholder activism has resulted in the placement of activist appointed directors onto the boards of firms. Extant work examining this phenomenon has taken a rational approach in examining how such directors bring about change, but have assumed for the behavioral implications associated with their placement on boards. Building on theory involving alignment and legitimacy at the team level, this paper adopts a behavioral approach in theorizing how the placement of activist shareholders themselves as directors onto the boards of firms brings about firm change. It finds that activist shareholders who hold board positions lead to less firm change. Further, it finds support for the effects of demographic similarity between such activists and incumbent directors in causing for change.

Title: WHY OUTSIDERS? WHY NOW? THE DETERMINANTS OF OUTSIDER APPOINTMENT ON JV BOARDS.

Authors: **Habib A. Islam**¹, Matthew Farrell²

¹Old Dominion University, Norfolk, VA, ²Old Dominion University, Norfolk, Virginia

In spite of decades of research by governance scholars on corporate boards, opportunities exist to the extent of this inquiry to other organizational forms such as the joint venture. Joint ventures have unique characteristics that affect shareholders' decision to appoint outside directors to JV boards. In addition to monitoring and resource provision, we theorize that JV directors have a unique, JV-specific role, namely conflict resolution. Using contingency theory's argument regarding JVs information processing needs under complexity, we theorize that JV-specific complexities drive the need for higher monitoring, resource provision, and conflict resolution that drive outsider appointments to the board.

Title: Understanding the Impact of Board Diversity on Board Creativity in a Crisis

Authors: **Pingying Zhang**¹, Nada Kakabadse²

¹University of North Florida, Jacksonville, FL, ²Henley Business School, University of Reading, United Kingdom

This study aims to help researchers and practitioners better understand how different types of board diversity affect board creativity. Drawing on the information advantage literature and the board

monitoring function theory, we develop a theoretical model explaining the relationship between the types of board diversity and board creativity in a crisis. The study used 207 survey data from companies in the US and applied structural equation modeling to test the proposed hypotheses. The results show that depth-related knowledge proficiency and board inside-outside diversity positively impact board creativity. In contrast, breadth-related knowledge diversity, board gender diversity, and board ethnic diversity do not affect board creativity. The study contributes to the literature of diversity by engaging in an empirical examination of types of board diversity based on arguments from information advantage and the monitoring need in a crisis. The study highlights the type of board diversity that matters in a crisis.

Track 9: PDI or Symposium

I Like, I Wish, I Wonder: The Utilization of Design Thinking for Student Engagement

03:15 PM - 04:45 PM

White Oak

Speaker:

Jennifer Collins, Florida A & M University

Matrecia James, St Bonaventure University

Angela Miles, North Carolina Central University

Sally Sledge, Norfolk State University

Millicent Nelson, Middle Tennessee State University

The COVID-19 pandemic accelerated technology usage in Education. Colleges and universities increased remote delivery methods to meet instructional demands. Faculty redesigned courses and continue to desire the skills and instructional techniques to engage students in hybrid environments. Methods encouraging problem resolution and community engagement are useful in these hybrid settings such as Design Thinking and Academic Case activity.

Track 9: PDI or Symposium

Crowdfunding Research Workshop and Panel Symposium

03:15 PM - 04:45 PM

Grand Ballroom - Salon B

Speakers:

Aaron Anglin, Texas Christian University

Benjamin McLarty, Mississippi State University

Shane Reid, Louisiana State University

Blakley Davis, Virginia Commonwealth University

Marcus Wolfe, University of Oklahoma

Thomas Allison, Texas Christian University

Annaleena Parhankangas, Iowa State University

This PDI session will address conducting research using crowdfunding contexts, which allow large companies and entrepreneurs alike to test innovative products. The session is designed for both macro and micro scholars working on crowdfunding, as well as those interested in using crowdfunding data to address diverse research questions. The first half will be a panel symposium addressing: theory-building in crowdfunding studies, working with crowdfunding data, common mistakes seen in the review process, and interesting questions and open problems in crowdfunding research. The second half will consist of roundtable discussions, providing attendees expert feedback on their crowdfunding research projects.

Track 9: PDI or Symposium

Omitted Variable Bias

03:15 PM - 04:45 PM

Harris Brake

Speaker: Michael Withers, Texas A&M University

The omission of relevant explanatory variables in a regression model generally causes its estimators to be biased. This issue is referred to as omitted variable bias (OVB) and is recognized as one of the primary sources of endogeneity. In turn, the concern of OVB is often a key motivating reason for adopting instrumental variable techniques. These techniques typically involve a two-step procedure that constructs a version of the independent variable that does not feature variance due to the omitted variable. While these techniques can help alleviate the OVB concern, they also have critical assumptions that must be met regarding the instrumental variables employed (i.e., relevance and exogeneity). Even when these assumptions are met, instrumental variable techniques are often less efficient than ordinary least square regression. Recently, the impact threshold of a confounding variable (ITCV) has been introduced in organization research. The ITCV can be used to understand whether a statistical inference is changed because of the potential for an omitted variable. In this talk, the issue of OVB will be formally defined, and both instrumental variable techniques and the ITCV will be discussed as ways to help alleviate this concern.

Wine Tasting

04:45 PM - 06:00 PM

Pinnacle – Upper

Enjoy a guided tasting of four wines from far-flung wine regions with Certified Specialist of Wine Dave Nershi. Tasting wine can be as simple as this — do you like what you're drinking or don't you? That said, there is a way to taste wine that reveals more about the wine in your glass, even before you start drinking. Join us for the wine and conversation. Limited to 20 people. RSVP Required:

<https://smgmt.org/wine/>

SMA "Rocktober" Closing Reception

06:30 PM - 09:30 PM

William J Clinton Presidential Library and Museum

Are you ready to rock, Southern Management Association?! Well then hop on the bus* and get ready for "Rocktober"!! We hope you had a blast in Little Rock! Now get ready to bring down the house (or, the presidential library!) as we boogie to tunes of the B-flats. When you need a break from the dance floor, grab some dinner and a refreshment and peruse the Cabinet Room or the Oval Office. Air guitars and big hair are highly encouraged!

**Transportation provided to the Little Rock Marriott will begin departing at 6:20pm. Please meet in the front lobby of the hotel and look for buses with "Rocktober" signs in the window. Buses will return from the Clinton Presidential Library regularly until the end of the reception.*

SATURDAY, OCTOBER 22

Track 9: PDI or Symposium

Building and Maintaining an Effective Authorship Team

09:00 AM - 10:30 AM

White Oak

Speakers:

Jeremy Mackey, Auburn University

Charn McAllister, Northern Arizona University

Parker Ellen, Mississippi State University

Katie Alexander, Loyola University Chicago

Jack Carson, Appalachian State University

This symposium explores how to build and maintain an effective authorship team that is resilient to the general ups and downs associated with publishing in academic journals. Working with a team can sometimes mean the difference between success and failure in academia; yet, working with others is often fraught with its own difficulties. This panel symposium brings together a research team that has worked together for eight years whose members have included academic positions from doctoral student to tenured professor. They will generate a candid and interactive discussion regarding how SMA members can build and maintain their own research teams.

Track 9: PDI or Symposium

Introduction to Meta Analysis

09:00 AM - 10:30 AM

Harris Brake

Speaker: Lindsey Greco, Oklahoma State University

This course is intended for anyone with an interest in understanding or performing meta-analyses. We will focus on conceptual issues in formulating research questions, defining inclusion criteria, searching for data, coding studies, and addressing publication bias. We will then cover topics related to choosing an appropriate analytical method and briefly touch on more advanced methodologies (e.g., regression analysis, path analysis, relative weights, etc.).

Track 9: PDI or Symposium

Civil Axe Throwing

10:15 AM - 12:15 PM

Civil Axe Throwing (107 E Markham St, Suite A)

Come learn the newest stress management technique with your colleagues. We'll practice axe throwing, have some fun prizes, and share laughs together at Civil Axe Throwing in downtown Little Rock (107 E Markham St, Suite A). We'll leave promptly at 10:15 AM from the hotel lobby and walk two blocks to the location. Cost: \$35/per person. Registration required. Group size up to 30.

Session Facilitator: Timothy Munyon, University of Tennessee



CALL FOR PAPERS AND AUTHOR INSTRUCTIONS - SMA 2023 MEETING
Tradewinds Resort, St. Pete Beach, FL October 24-28, 2023 #SMA2023SPB

SMA invites submissions for its 2023 Annual Meeting. All submissions will be reviewed on the basis of potential theoretical, empirical, and/or methodological contribution. Submissions may take the form of **papers, professional development sessions, or local engagement sessions**. All accepted submissions will be presented **in person** at the meeting. Virtual or recorded presentations will not be permitted. Please pay particular attention to the "Rule of 3 + 2" below, which applies to all submissions.

SUBMISSION AREAS AND TRACK CHAIRS

TRACK 1: ENTREPRENEURSHIP & FAMILY BUSINESS / TECHNOLOGY & INNOVATION

Co-Chairs: David Jiang (djiang@elon.edu), *Elon University*
 Stephen Lanivich (s.lanivich@memphis.edu), *University of Memphis*

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

Chair: Marilyn Whitman, (mwhitman@culverhouse.ua.edu), *University of Alabama*

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

Chair: Jennifer Franczak (jennifer.franczak@pepperdine.edu), *Pepperdine University*

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

Chair: Megan Baskin (Mbaskin@fgcu.edu), *Florida Gulf Coast University*

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

Chair: Joy Karriker, (karrikerj@ecu.edu), *East Carolina University*

TRACK 6: ORGANIZATIONAL BEHAVIOR

Co-Chairs: David Arena (david.arena@uta.edu), *University of Texas at Arlington*
 Karen Landay (kmlanday@umk.edu), *University of Missouri – Kansas City*

TRACK 7: STRATEGIC MANAGEMENT

Co-Chairs: Keshab Acharya (Keshab.acharya@ccsu.edu), *Central Connecticut State University*
 Justin Yan (Justin_Yan@Baylor.edu), *Baylor University*

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Chair: Ashley Mandeville (amandeville@fgcu.edu), *Florida Gulf Coast University*

TRACK 9: PDI/SYMPOSIA

Chair: Scott Geiger (geiger@usf.edu), *University of South Florida*

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 2023 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 the Incoming Program Chair.

SUBMISSION GUIDELINES

- All submissions must be made online at <https://www.xcdsystem.com/sma/abstract/index.cfm> no later than April 24, 2023 at 11:59pm Eastern Standard Time.
- Only complete papers (and not symposia) should be submitted. Incomplete or undeveloped papers will be returned without review. Submission of a paper obligates the authors on that paper to review for the track where they submitted.
- Authors are expected to abide by the SMA Code of Ethics, available at https://smgmt.org/wp-content/uploads/2021/02/code_of_ethics_2014.pdf?6bfec1&6bfec1.
- 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 October 8, 2023, the paper will be removed from the program.
- The maximum length of paper submissions is 30 pages, inclusive (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
Nonconforming submissions will be returned without review.
- A sample of a correctly formatted paper can be found at <https://bit.ly/2kJsG4O>
- 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. Panel discussions and PDI submissions can contain author information, as these are not blind-reviewed.

- **“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 SMA PDI and local engagement sessions. To summarize, SMA members are allowed to submit up to three papers and/or serve as a session author or presenter for up to three papers in the first eight paper tracks, with the initial “Rule of Three” being applied at the submission deadline. In addition, SMA members can submit up to two additional proposals where they are a panelist or presenter for Track 9 sessions, for a total of five sessions maximum.

***INNOVATIVE TEACHING (Track 8)** - SMA sponsors a track focused on innovative teaching and management education to showcase best practices in pedagogy. Submissions to this track should describe an innovative teaching technique or curricular innovation and propose an engaging format for sharing the innovation in a 20-25 minute presentation. Track 8 proposals have a 2,000-word limit, which excludes the abstract, figures, tables, references, and appendices. Other than the word limit, all Track 8 proposals are subject to the same originality and formatting requirements as other tracks shown above, including a 30-page inclusive length.

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

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

Please contact Ashley Mandeville (amandeville@fgcu.edu) for more details or with any questions about Innovative Teaching submissions.

****PROFESSIONAL DEVELOPMENT INSTITUTE/ LOCAL ENGAGEMENT (Track 9)** – There is a track specifically for Professional Development Institute (PDI) and local engagement sessions. Under the present guidelines, Track 9 is a competitive track coordinated by the Incoming Program Chair.

- 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.
- *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/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/local engagement session is accepted, all participants must register and present their portion of the session at the conference.
- A PDI/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/ 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/ Local Engagement session would be of interest to the SMA membership.
- Nonconforming submissions will be returned without review. Preference is given to topics not discussed in the prior year's annual meeting.

MAP OF LITTLE ROCK MARRIOTT MEETING SPACE

