SOUTHERN MANAGEMENT ASSOCIATION

61st Annual Meeting of the Southern Management Association

St. Pete Beach, FL

October 24-28, 2023

#SMA2023SPB
Program also available on WHOVA and at
https://www.xcdsystem.com/sma/program/QuHPNNm/index.cfm

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SMA 2023 Silver Sponsors

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Welcome to SMA 2023 in St. Pete Beach!

Greetings Colleagues,
Welcome to our Annual Meeting at the beautiful TradeWinds Island Grand Resort in St. Pete Beach, FL. Our Program Committee has been working hard to develop an intellectually rigorous, fun, and memorable meeting, and we're thrilled that you've chosen to participate in what we anticipate will be SMA's largest conference ever!

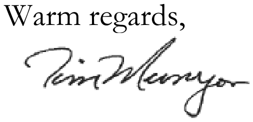
This year's academic program features 5 consortia, 107 papers presented in a traditional format, 83 papers in roundtable sessions, 29 Professional Development Institute (PDI) sessions, and 4 CARMA@SMA Symposia from over 700 authors, presenters, and attendees. Whether you're seeking to network with colleagues who research in your space, gain feedback, or sharpen your methodology skills, we are confident that you'll find compelling sessions throughout the conference.

Although St. Pete Beach is familiar to many of us, this year features many "firsts" for SMA. You'll notice a new roundtable session format intended to enhance discussion and feedback on research projects. We are also offering onsite childcare so that members with dependent children can participate. Attendees will benefit from our strengthened collaboration with the Consortium for the Advancement of Research Methods and Analysis (CARMA), including free research methods symposia on Wednesday afternoon and Saturday of the conference. We're also mixing up our late night networking options, including offering a new Board Game room in the Banyan Breezeway. Friday morning of the meeting will feature a Memorial Beach Run in memory of colleagues who have passed. Finally, we'll kick Saturday off with our inaugural Pickleball Tournament.

Of course, this conference offers familiar favorites too, including Line Dancing (Tuesday evening), the Southern Golf Scramble (Wednesday), Trivia (Wednesday evening), Improv (Thursday evening), Wine Tasting (Friday), and a Beach Bash event (Friday) with music, karaoke, and games. Attendees can also participate in Saturday's Dali Museum Experience where you'll learn about the art of Surrealist Salvador Dali. These events and more are detailed below and on the Whova mobile application.

Many of you volunteered to review, weigh best papers, facilitate consortia, set up rooms, lead our networking events, and register our conference attendees. I am grateful for each of you and excited to celebrate together in St. Pete Beach. I also offer a special welcome to our new members and first-time attendees. As you'll quickly learn, collegiality is a defining component of SMA's culture, and many members consider this their "conference home." We hope that your experience is fun, intellectually stimulating, and that you'll join us again as we pivot to San Antonio next year.

Warm regards,



Timothy P. Munyon
SMA Vice President
2023 Program Chair

PROGRAM HIGHLIGHTS

In addition to the research portion of the program, SMA offers a variety of **Professional Development Institute** (PDI) sessions scheduled throughout the conference. Specific descriptions of all PDI sessions can be found in the program and in WHOVA. Participants in methodology PDIs are advised to bring laptop computers to sessions. Finally, when you have downtime throughout the conference, please make your way to "Café SMA" in the Banyon Breezeway to connect with exhibitors and enjoy snacks/coffee during scheduled breaks. We're also offering the Chart Room for in-depth conversations with colleagues.

Our Registration and Solutions tables are located in the Grand Palm Colonnade, with registration times listed below and in Whova. We are expecting record numbers this year, so please be patient with our volunteers as they work to get you checked in quickly. Also, feel free to direct questions toward any member of our team.

Tuesday (10/24)

11:30 – 2:30 PM	SMA Stuffing Party (Conference Setup), Tarpon Key
5:00 – 7:30 PM	Conference Registration and Solutions Desk, Grand Palm Colonnade
7:00 – 8:30 PM	Early Arrival Reception, Garden Courtyard
8:30 – 10:00 PM	Late Night SMA: Line Dancing 101, Sawyer Key/Long Key

Wednesday (10/25)

8:00 – 9:00 AM	Conference Registration and Solutions Desk, Grand Palm Colonnade
8:00 AM – 8:00 PM	Conference Childcare, Coral (Pre-Registration Required)
8:30 AM – 5:00 PM	Early-Stage Doctoral Consortium, Sawyer Key
10:30 – 10:30 AM	SMA Coffee Break, Banyan Breezeway
1:30 – 4:30 PM	CARMA@SMA: Endogeneity and the Methodology - Practice Divide, Royal Tern
1:30 – 4:30 PM	CARMA@SMA: Open Science Principles and Practices, Snowy Egret
1:45 – 7:05 PM	Conference Registration and Solutions Desk, Grand Palm Colonnade
3:00 – 3:30 PM	SMA Coffee and Snack Break, Banyan Breezeway
3:00 – 5:00 PM	SMA Exhibitors, Banyan Breezeway
5:30 – 6:30 PM	SMA Awards Celebration, Bird Key
6:30 – 8:00 PM	Welcome Reception, Island Ballroom
8:00 – 10:00 PM	SMA Late Night: An Academic Trivia Challenge, Bird Key/Indian Key
8:00 – 10:30 PM	SMA Late Night: Board Game Room, Banyan Breezeway

Thursday (10/26)

8:00 – 8:30 AM	SMA Coffee Break, Banyan Breezeway
8:00 AM – 5:35 PM	Conference Registration and Solutions Desk, Grand Palm Colonnade
8:00 AM – 8:00 PM	Conference Childcare, Coral (Pre-Registration Required)
8:00 AM – 5:00 PM	SMA Exhibitors, Banyan Breezeway
8:30 – 9:30 AM	Best Paper in Track 3: Cross-National Differences in Senior Management Pay Dispersion: A Configurational Approach, Sabal
9:45 – 10:45 AM	Best Paper in Track 4: Guilty Until Proven Innocent: A Defense Against Reviewer Allegations of Common Methods Bias in Monomethod Survey Research, Sabal
1:30 – 2:45 PM	Best Paper in Track 5: Picture-perfect workers: Social media as a window into the motherhood penalty in career outcomes, Citrus
1:30 – 2:45 PM	Women in Management: Challenges and Strategies for Enduring and Thriving in

	Academia (*SMA Acting on Our Values Session*), Long Key
2:45 – 3:15 PM	Café SMA Snack Break, Banyan Breezeway
3:15 – 4:30 PM	Meet the Editors – JOM and JOMSR, Bird Key
5:30 – 6:30 PM	SMA Business Meeting, Island Ballroom
6:30 – 8:00 PM	SMA Presidential & Hunt SOSA Award Reception, The Pavilion
8:00 – 9:30 PM	SMA Late Night: Improv, Tarpon Key
8:00 – 10:30 PM	SMA Late Night: Board Game Room, Banyan Breezeway

Friday (10/27)

7:00 – 8:30 AM	SMA Memorial Beach Run, South Lawn
8:00 – 8:30 AM	SMA Coffee Break, Banyan Breezeway
8:00 AM – 8:00 PM	Conference Childcare, Coral (Pre-Registration Required)
8:30 AM – 5:00 PM	SMA Exhibitors, Banyan Breezeway
8:30 – 9:30 AM	Best Paper in Track 6: Top-Down: The Trickle-Down Effects of Gratitude Expressions in the Workplace, Banyan
8:30 – 9:30 AM	Best Paper in Track 7: Competitors' Responses to Employee-Related Antitrust Litigation, Palm
11:00 AM – 12:00 PM	Best Paper in Track 1: Competitiveness, Core Self-evaluation, and Obsessive Passion: A Study on Entrepreneurs in the Board Game Industry, Glades
11:00 AM – 12:00 PM	Best Paper in Track 8: Engaging Students by Flipping the Case Study, Sabal
2:45 – 3:15 PM	Café SMA Snack Break, Banyan Breezeway
3:15 – 4:30 PM	Sticky Floors and Glass Ceilings: Challenges and Solutions in the Academic Career Trajectory (*SMA Acting on Our Values Session*), Tarpon Key
5:00 – 6:00 PM	Thirsting for Great Wine (Pre-Registration Required), Long Key
6:30 – 9:30 PM	Beach Bash Event, Breck Deck/Beach
9:30 PM – 12:00 AM	Late Night SMA: Board Game Room, Banyan Breezeway

Saturday (10/28)

8:30 AM – 11:30 AM	SMA Pickleball Tournament (Pickleball Courts – near Pavilion)
9:00 AM – 11:45 AM	CARMA@SMA: Designing and Publishing Replication Studies, Snowy Egret
9:00 AM – 11:45 AM	CARMA@SMA: Ethnographic Methods for Management Research, Royal Tern
9:00 AM – 12:00 PM	Get Your Creative Juices Flowing at the Dali Museum (Pre-Registration Required), Offsite – Meet in TradeWinds hotel lobby at 8:50 AM
10:15 – 10:45 AM	CARMA@SMA Coffee/Snack Break, Tarpon Key
12:00 PM	Conference Officially Ends

Download the official event app!

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

SOUTHERN MANAGEMENT ASSOCIATION

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

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T. Russell Crook, University of Tennessee

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Rachel Frieder, University of North Florida

Vice President and Program Chair

Timothy Munyon, University of Tennessee

Vice President Elect and Program Chair Elect

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Randy Evans, University of Tennessee, Chattanooga

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Lisa Schurer Lambert, Oklahoma State University

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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

2022-2025 Term
Marie Dasborough, University of Miami
James Summers, Iowa State University
Michelle Zorn, Auburn University

Appointed Positions

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Tim Madden, East Carolina University

Conference Coordinator
Cindy Raborn

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R. Gabrielle "Gabby" Swab, Georgia Southern University

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Dan Marlin, University of South Florida

Webmaster
Jamie Field, West Virginia University

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
Gerald R. Ferris
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*

2023	Bruce Lamont	Florida State University
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*

2023	To Be Announced	
2022	Karen Landay	University of Missouri Kansas City
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*

Lisa Schurer Lambert	Oklahoma State University	(2022-2023)
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)
K. Michelle (Micki) Kacmar	Texas State University	(2017-2018)
**James G. Combs	University of Central Florida	(2016-2017)
**Christopher L. Shook	University of Montana	(2015-2016)
James G. Combs	University of Central Florida	(2014-2015)
Christopher L. Shook	Auburn University	(2013-2014)
Tim Barnett	Mississippi State University	(2012-2013)
Bennett Tepper	Georgia State University	(2011-2012)
Mark B. Gavin	Oklahoma State University	(2010-2011)
Margaret L. Williams	Wayne State University	(2009-2010)
Allen C. Amason	University of Georgia	(2008-2009)
Charlotte D. Sutton	Auburn University	(2007-2008)
William L. Gardner	Texas Tech University	(2006-2007)
Anson K. Seers	Virginia Commonwealth University	(2005-2006)
Christine M. Riordan	Texas Christian University	(2004-2005)
Terri A. Scandura	University of Miami	(2003-2004)
Kevin W. Mossholder	Louisiana State University	(2002-2003)
Donna E. Ledgerwood	University of North Texas	(2001-2002)
Tammy G. Hunt	University of North Carolina Wilmington	(2000-2001)
Pamela L. Perrewé	Florida State University	(1999-2000)
Vida G. Scarpello	Georgia State University	(1998-1999)
Chester A. Schriesheim	University of Miami	(1997-1998)
Mark J. Martinko	Florida State University	(1996-1997)
Rose L. Knotts	University of North Texas	(1995-1996)
David D. Van Fleet	Arizona State University West	(1994-1995)
Robert C. Ford	University of Central Florida	(1993-1994)
J. Bernard Keys	Georgia Southern University	(1992-1993)
Charles R. Greer	Texas Christian University	(1991-1992)
Daniel S. Cochran	Mississippi State University	(1990-1991)
John A. Pearce II	George Mason University	(1989-1990)
James G. Hunt	Texas Tech University	(1988-1989)
W. Alan Randolph	University of South Carolina	(1987-1988)
B. Wayne Kemp	University of Tennessee Martin	(1986-1987)
Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)

Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	University of North Carolina at Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas at Austin	(1967-1968)
Claude S. George, Jr.	University of North Carolina at Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
***William M. Fox	University of Florida	(1962-1963)
***Leon C. Megginson	Louisiana State University	(1961-1962)
***Claude S. George, Jr.	University of North Carolina at Chapel Hill	(1960-1961)
****Howard R. Smith	University of Florida	(1957-1958)
****Edward H. Anderson	University of Florida	(1955-1956)
****Gustav T. Schwenning	University of Florida	(1947-1948)

* *Affiliations are at time of office.*

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

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

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

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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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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SMA 2023 TRACK CHAIRS

Track 1
Entrepreneurship, Family Business, Technology and Innovation
Co-Chairs:
David Jiang, Elon University
djiang@elon.edu
Stephen Lanivich, University of Memphis
s.lanivich@memphis.edu

Track 2
Health Care Management, Hospitality Management, and Public Administration
Chair:
Marilyn Whitman, University of Alabama
mwhitman@culverhouse.ua.edu

Track 3
Organization Theory, International Management, and Management History
Chair: **Ivana Milosevic**, College of Charleston
milosevici@cofc.edu

Track 4
Human Resources
Research Methods
Chair: **Meagan Baskin,** Florida Gulf Coast University
Mbaskin@fgcu.edu

Track 5
Careers, Social Issues, Diversity Issues, Ethics
Chair: **Joy Karriker,** East Carolina University
karrikerj@ecu.edu

Track 6
Organizational Behavior
Co-Chairs:
David Arena, University of Texas at Arlington
david.arena@uta.edu
Karen Landay, University of Missouri – Kansas City
kmlanday@umkc.edu

Track 7
Strategic Management
Co-Chairs:
Keshab Acharya, Central Connecticut State University
Keshab.acharya@ccsu.edu
Justin Yan, Baylor University
Justin_Yan@Baylor.edu

Track 8
Innovative Teaching
Management Education
Chair: **Ashley Mandeville,** Florida Gulf Coast University
amandeville@fgcu.edu

Track 9
-Professional Development Institute (PDI) Sessions
-Local Engagement Sessions**
Chair: **Scott Geiger,** University of South Florida
geiger@usf.edu

2023 SMA AWARDS

Best Overall Paper Committee Members

Angelo DeNisi, Sherry Sullivan, Ben Tepper, Shaker Zahra

Best Overall Doctoral Paper Committee Members

Lakshmi Goyal, Jessica Methot, Kristie Moergen, Kevin Rockmann

Best Paper in Track Committee Members

Andrew Bennett, Marie Dasborough, Randy Evans, Nathan Eva, Daniel Goering, Paul Johnson, Jim Lemoine, Stacey Kessler, Laura Madden, Laura Marler, Mark Mallon, Chad Navis, Stephanie Solansky, Frankie Weinberg, Feruzan Williams

James G. (Jerry) Hunt SMA Sustained Outstanding Service Award Committee Members

Christopher Shook (Chair), Tim Barnett, Amy Henley, Hetti Richardson, & Margaret Williams

Best Reviewers

Tracy Ginn, Sarah Henry, Laura Madden, Alex Marbut, Gonzalo Molina Sieiro, Curtis Sproul, Bradley Winton

OVERALL BEST PAPERS

BEST OVERALL CONFERENCE PAPER

Top-Down: The Trickle Down Effects of Gratitude Expressions in the Workplace

Lauren Locklear, Meghan Kane, & Mark Ehrhart

BEST OVERALL DOCTORAL STUDENT PAPER

Scapegoats Or Change Agents?: Examining the Promotion of Racial Minority CEOs to Firms in Crisis

Yangyang Zhang, Ann Murphy, & Seung-Hwan Jeong

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

Bruce Lamont, Florida State University

BEST PAPERS BY TRACK

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Competitiveness, Core Self-evaluation, and Obsessive Passion: A Study on Entrepreneurs in the Board Game Industry

R. Gabrielle Swab, Curtis Sproul, & Paul Johnson

Track 2: Health Care/Hospitality Management/Public Administration

Not awarded this year.

Track 3: Organization Theory/International Management/Management History

Cross-National Differences in Senior Management Pay Dispersion: A Configurational Approach

Thomas Greckhamer

Track 4: Human Resources/Research Methods

Guilty Until Proven Innocent: A Defense Against Reviewer Allegations of Common Methods Bias in Monomethod Survey Research

Harold Doty, Lacey Logan, & Greg Wang

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

Picture-perfect Workers: Social Media as a Window Into the Motherhood Penalty in Career Outcomes
Jiyoon Park, Maria Kraimer, Patrick Downes, & Jerry Liu

TRACK 6: ORGANIZATIONAL BEHAVIOR

Top-Down: The Trickle Down Effects of Gratitude Expressions in the Workplace
Lauren Locklear, Meghan Kane, & Mark Ehrhard

TRACK 7: STRATEGIC MANAGEMENT

Competitors' Responses to Employee-Related Antitrust Litigation
Boshuo Li, Philipp Meyer-Doyle, & Wei Shi

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Engaging Students By Flipping the Case Study
Jacquelyn Jacobs, John Burr, & Lawrence Inks

BEST DOCTORAL STUDENT PAPERS BY TRACK

TRACK 1: ENTREPRENEURSHIP AND FAMILY BUSINESS/TECHNOLOGY AND INNOVATION
Changing Fields: Immigrant Entrepreneurship as a Path to Habitus in a New Destination
Ace Beorchia & Jessica Jones

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION
Not Awarded

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY
Not Awarded

TRACK 4: HUMAN RESOURCES /RESEARCH METHODS
Develop to Impress? Examining how Developmental Job Challenges Influence Impression Management and Turnover Intention
Siyi Tao, Andrew Millin, Hock-Peng Sin, & Wei Wu

TRACK 5: CAREERS/SOCIAL ISSUES/DIVERSITY ISSUES/ETHICS
Family First, Work Second: Does Family-Supportive Culture Mitigate Work-Family Deviance
Sonia White

TRACK 6: ORGANIZATIONAL BEHAVIOR
Psychological Feeling Recovery from Observing Abusive Supervision: Exploring Third Parties' Schadenfreude and Its Consequence
Mengjie Xu & Orlando Richard

TRACK 7: STRATEGIC MANAGEMENT
Scapegoats Or Change Agents?: Examining the Promotion of Racial Minority CEOs to Firms in Crisis
Yangyang Zhang, Ann Murphy, & Seung-Hwan Jeong

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION
The Puzzle of Managerial Responsibilities, Roles, and Levels
Jose Cerecedo Lopez

SMA 2023 REVIEWERS FOR OVERALL PROGRAM

Mirzokhidjon Abdurakhmonov
Michael Abebe
Taiwo Abraham
Jyoti Aggarwal
Ifeyimika Ajaiyeoba
Tahia Alam
Daniel Aldave
Abdul-Kadir Ameyaw
Muhammad Amin
Mahsa Amirzadeh
Nicholas Andriese
Pierre Andrieux
Ryan Angus
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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

2023 Meeting of the Southern Management Association Program

Tuesday, October 24

SMA "Stuffing Party"

11:30 AM - 2:30 PM
Tarpon Key

Come help us prepare for the conference with our annual "stuffing" party. Lunch provided for volunteers.

Conference Registration and Solutions Desk

5:00 PM - 7:30 PM
Grand Palm Colonnade

Early Arrival Reception

7:00 PM - 8:30 PM
Garden Courtyard

Come out and connect with other consortia participants.

Late Night SMA: Line Dancing 101

8:30 PM - 10:00 PM
Sawyer Key/Long Key

Don't know many people at SMA yet? No worries! Here is your chance to meet people and kick off an unforgettable SMA conference experience. Join other attendees on the dance floor for an hour of easy-to-follow line dance instruction. No partner or skill required. Dances will include party favorites like the Electric Slide, country western boot scuffing kicks, and Latin inspired mambos. We will move to the groove of DJ Paul Johnson. If you are willing to try, a good time is guaranteed.

Facilitators: **Micki Kacmar**[1], Paul Johnson[2]
[1]University of South Alabama, Lakewood Ranch, Florida, [2]University of Mississippi

Wednesday, October 25

Southern Golf Scramble - Pre-registration Required

6:45 AM - 4:00 PM
Offsite

Come join your colleagues for our Annual SMA Golf Scramble at East Lake Woodlands (1055 East Lake Woodlands Parkway, Oldsmar, FL). Cost: $65. RSVP by October 10 to Jon Carr (jccarr@ncsu.edu). Group size up to 24. Tee times begin at 8AM, transportation to the course will begin at 6:45AM. Consortia participants cannot participate in the scramble.

Conference Registration and Solutions Desk

8:00 AM - 9:00 AM
Grand Palm Colonnade

Childcare - Pre-registration Required

8:00 AM - 8:00 PM
Coral

Early-Stage Doctoral Consortium - Pre-registration Required

8:30 AM - 5:00 PM
Sawyer Key

This consortium is for early-stage (i.e., pre-comprehensive exam) doctoral students. Pre-registration is required.

Speakers: Mike Howe, Sohrab Soleimanof, Gary Castrogiovanni, Russell Crook, Liz Karam, Jennifer Nahrgang, Kelly Schwind Wilson, Anna Lennard, Liam Maher, Frankie Weinberg, Joel Carnevale, David Sullivan, John Harris, Alanna Hirshman, Mike Lerman, MaQueba Massey, David Scheaf, Ruixiang Song, Maria Kraimer, Nate Hayes, Sherry Fu, Tae Kim, Seoin Yoon, Joel Koopman, Laura Marler, Tyge Payne, Nikos Dimotakis, Karen Landay, Billy Obenauer, Manjot Bhussar, Melissa Chamberlain, Parker Ellen, Bill Gardner, Christina Li, Lauren Simon

Late-Stage Doctoral Consortium - Pre-registration Required

8:30 AM - 5:00 PM
Tarpon Key

This consortium is for late-stage (i.e., post-comprehensive exams) doctoral students. Pre-registration is required.

Speakers: Andrew Bennett, Erin Bass, Maria Kraimer, Chris Reina, Alex Rubenstein, Sherry Thatcher, Melissa Cardon, Adam Stoverink, Dave Arena, Vickie Coleman Gallagher, Carla Jones, Ajay Ponnapalli

Pre-Doctoral Consortium - Pre-registration Required

8:30 AM - 5:00 PM
Long Key

This consortium is for individuals considering doctoral education. Pre-registration is required.

Speakers: Mike Howe, Sohrab Soleimanof, Gary Castrogiovanni, Russell Crook, Liz Karam, Jennifer Nahrgang, Kelly Schwind Wilson, Anna Lennard, Liam Maher, Frankie Weinberg, Joel Carnevale, John Harris, Alanna Hirshman, Mike Lerman, MaQueba Massey, David Scheaf, Ruixiang Song, Nate Hayes, Tae Kim, Seoin Yoon, Joel Koopman, Laura Marler, Tyge Payne, Karen Landay, Billy Obenauer, Manjot Bhussar, Melissa Chamberlain, Parker Ellen

SMA Coffee Break

10:00 AM - 10:30 AM
Banyan Breezeway

New SMA Board Meeting - Invitation Only

10:30 AM - 12:00 PM
Blue Heron

Outgoing SMA Board Meeting - Invitation Only

1:15 PM - 4:45 PM
Blue Heron

CARMA@SMA: Endogeneity and the Methodology-Practice Divide

1:30 PM - 4:30 PM
Royal Tern

Facilitators: Aaron Hill (*University of Florida)* and Lindsey Greco (*Oklahoma State University)*

An expanding number of resources and reviews highlight endogeneity as a threat to causal claims in management research. Many of these resources also note that the practices used to address endogeneity in empirical work frequently diverge from the recommendations presented in methodological works. This session addresses this methodology-practice divide by helping both micro and macro researchers understand fundamental endogeneity concepts including: (1) defining a typology of four distinct causes of endogeneity, (2) matching the various methods to address endogeneity to the appropriate methodological resources, and (3) providing advice about how to identify, discuss, and report evidence related to endogeneity.

CARMA@SMA: Open Science Principles and Practices: A Session for Building Skills and Community

1:30 PM - 4:30 PM
Snowy Egret

Facilitators: Andreas Schwab (*Iowa State University) and* Chris Castille (*Nicholls State University)*

This 3-hour workshop will introduce you to the history, principles, and practices of open science. We will clarify how open science improves each key stage of the research workflow, such as (i) planning a study, (ii) executing a study (iii) analyzing data and interpreting results, and (iv) reporting and disseminating insights. Key topics include:

- Identifying journals that are receptive to open science practices.
- Pre-registering theory-derived hypotheses.
- A tutorial on a priori and post-hoc power analysis in R.
- Research and data reporting best practices.

As for building community, we will end our session with an open discussion aimed at fostering big team science in management. Big team science is a large-scale collaboration involving relatively large numbers of researchers pooling their resources to pursue a common goal. They provide an excellent context for scholars to learn more about and practice open science.

Administrator Consortium - Pre-registration Required

1:30 PM - 5:00 PM
Banyan
This consortium is for SMA members currently serving in administrative (i.e., department chair, dean) roles. Pre-registration is required.
Facilitator: Jeremy Schoen, Tennessee Technological University

Speakers: Lucy Gilson, Margaret Williams

Faculty Consortium - Pre-registration Required

1:30 PM - 5:00 PM
Bird Key

This consortium is intended for faculty development. Pre-registration is required.

Speakers: Christopher Penney, Nikos Dimotakis, Amy Henley, Paul Spector

Conference Registration and Solutions Desk

1:45 PM - 7:05 PM
Grand Palm Colonnade

SMA Exhibitors

3:00 PM - 5:00 PM
Banyan Breezeway

SMA Coffee and Snack Break
3:00 PM - 3:30 PM
Banyan Breezeway

SMA Awards Celebration
5:30 PM - 6:30 PM
Bird Key

Welcome Reception
6:30 PM - 8:00 PM
Island Ballroom

Track 9: (PDI) Professional Development Institute
SMA Late Night Networking: An Academic Trivia Challenge
8:00 PM - 10:00 PM
Bird Key/Indian Key

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 session will be moderated by Cindy Devers, current Editor-In-Chief for the *Journal of Management*.

Facilitators: **Paul Johnson**[1], Micki Kacmar[2], Ian S. Mercer[3], Allona Murry[1], Cynthia E. Devers[4]
[1]University of Mississippi, [2]University of South Alabama, Lakewood Ranch, Florida, [3]Fairleigh Dickinson University, Teneck, New Jersey, [4]Virginia Tech University, Blacksburg, VA

Late Night SMA - Board Game Room
8:00 PM - 10:30 PM
Banyan Breezeway

Thursday, October 26

Morning Pickleball

7:00 AM - 8:30 AM
Pickleball Courts

Bring your gear and a teammate to challenge other SMA members in pickleball.

Consortium Debrief - Invitation Only

7:30 AM - 8:30 AM
Blue Heron

For existing and future consortium coordinators. Breakfast included.

Participants: Andrew Bennett, Jay O'Toole, Mike Howe, Carla Jones, Chris Penney, Jeremy Schoen, Tim Munyon, Scott Geiger, Stacey Kessler, Paul Johnson, Sohrab Soleimanof

Coffee Networking Break

8:00 AM - 8:30 AM
Banyan Breezeway

Come network with SMA attendees over coffee

SMA Exhibitors

8:00 AM - 4:00 PM
Banyan Breezeway

Conference Registration and Solutions Desk

8:00 AM - 5:35 PM
Grand Palm Colonnade

Childcare - Pre-registration Required

8:00 AM - 8:00 PM
Coral

Track 4: Human Resources/Research Methods

Building a strategic HR function: continuing the evolution

8:30 AM - 9:30 AM
Sawgrass

Facilitator: Minjong Jun (Binghamton University - State University of New York)

Title: Strategic Human Resource Management in a Volatile World: Empirical Support for the Value of Dynamic Managerial Capabilities

Authors: **David Noack**[1], Douglas R. Miller[2]
[1]Weber State University, Ogden, UT, [2]Price, UT

We apply the framework of dynamic capabilities from the field of strategic management to the field of strategic human resource (HR) management with the practical aim of aiding managers that must guide their organizations to sustainable competitive advantages in increasingly volatile economies. We test the general proposition that dynamic managerial capabilities improve HR acquisition decision-making processes and drive effective HR deployment and performance outcomes. Specifically, we propose that organizations with superior dynamic managerial capabilities will 1) be less likely to recruit talent based on necessity, 2) be more likely to utilize acquired talent more quickly by way of advanced deployment efforts, 3) more effectively develop their human resources, and 4) perform better than firms with weaker dynamic managerial capabilities. Theoretical and practical implications are discussed along with directions for future research.

Title: It's Different: Examining the Effect of Firm HR Competency on Employee Downsizing Following Mergers & Acquisitions

Authors: **Li Pingshu**[1], Mengwei Li[2], Hyesook Chung[3], Clint Chadwick[3]
[1]*University of Texas Rio Grande Valley, Edinburg, TX,* [2]*Lawrence,* [3]*University of Texas at Dallas, Ithaca, NY*

Firms have increasingly engaged in Mergers and Acquisitions (M&A) activities in recent years. Following M&A, employee downsizing has been frequently used to help firms achieve strategic and performance goals. However, downsizing exerts negative effects on employees and firm performance. Building on human capital resource theory, we propose that acquiring firms' established HR competency prior to M&A and new HR competency adoption after M&A can help mitigate the negative effect of downsizing on labor productivity. Using a representative sample consisting of 5,338 firm-year observations from 1,174 U.S. publicly traded firms between 2002 and 2018, we found the positive moderating effects from firm established HR competency and new HR competency adoption on downsizing. The findings from our study contribute to M&A research about employee integration and the strategic HRM research in discussing the interaction effect between HR investment and downsizing.

Title: HR Systems and Human Capital Resource Emergence

Authors: **Minjong Jun**[1], Rory Eckardt[2]
[1]*Binghamton University - State University of New York, Endicott, New York,* [2]*Binghamton University, State University of New York*

This paper develops a conceptual integration of the work on HR systems and human capital resource research by suggesting multiple propositions. To this end, core assumptions and aspects of human capital resource emergence (HCRE) and those of HR systems are identified and integrated, with a particular emphasis on the roles of complementarity effects at various levels of analysis involved with the overall system for building, developing, deploying, and maintaining human capital resources. In doing so, the reciprocal relationships between these two literatures are explicated for the intertwined multilevel connections among HR systems, transformed and amplified human capital, social/task (emerged) environments, and organizational performance. Specifically, HCRE provides a comprehensive multilevel framework to explain the mediating mechanisms of the effects of HR systems on organizational performance, while the work on HR systems provides an overarching organizational mechanism for reliability bringing about HCRE in organizations. The model developed in this paper offers conceptual and practical implications

Track 3: Organization Theory/ Int'l Management / Management History

Challenges (and Solutions) Abroad: Advancing International Management

8:30 AM - 9:30 AM
Sabal

Facilitator: Sarah Henry (University of Oklahoma)

Title: How Should MNEs Cope with the Liability of Foreignness? Strategic Typology Based on the Stakeholder Management Perspective

Authors: Won-Yong Oh[1], Young K. Chang[2], **Sanghee Han**[2]
[1]*University of Nevada, Las Vegas, Las Vegas, Nevada,* [2]*Sogang University, Seoul, South Korea*

While previous studies on multinational enterprises' (MNEs) liability of foreignness (LOF) are based on several theories, surprisingly little attention has been paid to stakeholder management perspective as a theoretical lens. As LOF is influenced by the degree to which local stakeholders perceive a foreign company's distance from the host country, we explain how insights from stakeholder management perspective can contribute to LOF literature. In this paper, we argue that effective stakeholder management can reduce LOF, and further propose that the degree to which stakeholder management overcomes LOF is conditioned by MNEs' stakeholder influence capacity (SIC). Depending on the combination of LOF and SIC, we conceptualize a full set of stakeholder management strategies - *compliance, replication, reduction*, and *adaptation*. We conclude that MNEs need to be "strategic" in order to maximize the effectiveness of stakeholder management in addressing LOF.

Title: The Impact of Expatriation on Personal and Professional Growth

Authors: **Sarah Henry**[1], Margaret Shaffer[2], Kyoungmin Lee[3], Jasenko Ljubica[4]
[1]*University of Oklahoma, Norman, OK,* [2]*University of Oklahoma,* [3]*The University of Oklahoma, Norman, Oklahoma,* [4]*University of Split, Croatia*

Although the number of global workers participating in international assignments has consistently grown over the past 30 years, research regarding the ways that individuals benefit both personally and professionally from such experiences has diverged into various streams of research. As such, theoretical understanding of the ways that international assignments foster growth among employees is sorely underdeveloped. In this paper we address this issue by using qualitative methodology to explore the ways that expatriates believe they have grown due to their international assignment. By interviewing 42 expatriates, we identify eleven types of agentic and communal growth. We also uncover several factors that facilitate and inhibit such growth. Finally, we provide implications for both theory and practice.

Title: Cross-National Differences in Senior Management Pay Dispersion: A Configurational Approach*
Authors: **Thomas Greckhamer**, Louisiana State University, Baton Rouge, LA

Compensation inequality across organizational ranks is a central aspect of modern organizations. In this study I explore how institutional differences across countries shape the typical compensation received by a country's CEOs as compared to that of senior managers. Building on a configurational approach that considers countries' institutions as inherently intertwined with one another, I synthesize the literature into a configurational model that captures key institutions that should explain similarities and differences in this pay dispersion. I explore this model by analyzing a country-level data set using fuzzy-set Qualitative Comparative Analysis (fsQCA). These analyses identify institutional configurations that are consistently linked to high pay dispersion (as well as its absence) between CEOs and senior managers, respectively.

* Best Paper in Track 3

Track 2: Health Care Management/Hospitality Management/Public Administration
In Crisis: Financial Performance and Clinical Care

8:30 AM - 9:30 AM
Palm

Facilitator: LaStarr Hollie

Title: The Bottom-Line Battle: How COVID-19 Rocked the Financial Performance of Nursing Homes
Authors: **Gregory N. Orewa**[1], Robert Weech-Maldonado[2], David N. Becker[3], Sue N. Feldman[3], Ganisher Davlyatov[4], Justin Lord[5]
[1]University of Texas San Antonio, Snellville, GA, [2]University of Alabama at Birmingham, [3]University of Alabama at Birmingham, Birmingham, AL, [4]University of Oklahoma Health Sciences Center, Oklahoma City, OK, [5]Louisiana State University at Shreveport, Shreveport, LA

Nursing homes have faced increased pressure for many years that have impacted their financial position. The COVID-19 exacerbated some of the pressures that had been plaguing nursing homes, resulting in a massive storm that put nursing homes in a financial bind impacting their financial position. The cost of caring for nursing home residents increased significantly, and nursing homes experienced a drastic drop in their revenue due to fewer admissions. This longitudinal study analyzed the impact of COVID-19 on nursing homes financial performance. This study utilizes secondary data from six different sources: CMS Medicare cost reports, CMS Payroll-Based Journal (PBJ), CMS Nursing Home Compare, Area Health Resource File (AHRF), Provider Relief Fund distribution from HHS, and NH COVID-19 public file from CDC from 2018 to 2021. The dependent variables were operating revenue per resident day, operating cost per resident day, and operating margin. The independent variable consists of the COVID-19 pandemic, and it represents the two-year of the pandemic 2020-2021. The reference group, pre-pandemic represents the two-year period before COVID-19. The data was modeled using fixed-effects regression to account for the time invariant and unobservable variable and the appropriate organizational/market level control variables were used for our analysis. Result suggests that on average, operating margin were about 7% lower during the pandemic ($p<0.001$). Operating revenue per resident day increased by $32 ($p<0.001$), operating costs per patient day increased by $58 ($p < 0.001$) during COVID-19. Several managerial and policy implications can be derived from this study

Title: The Epidemic of Violence in Nursing: A Different Type of Literature Review
Authors: **Ifeyimika O. Ajaiyeoba**, University of Wisconsin-Parkside, Rockton, IL

Workplace violence has become increasingly prevalent over the past decade. In the healthcare industry, attention is being directed to or being focused on worker's risk of exposure to violence. The purpose of this paper was to review the literature on the experience of nurses with workplace violence using a qualitative interpretive meta-synthesis (QIMS) approach. We identified four key themes: unexpected experiences of violence, patient violence is normal, sexual harassment, and consequences of violence. Patient safety is often the concern when violence against nurses is investigated however, we suggest that it is more important that the nurses' concerns with violence are addressed and resolved for their own well-being. This review provides insight into how nurses experience violence in the workplace, serving as the first step in the journey towards providing safe work environments for nurses.

Title: The Association Between Federally Qualified Health Center's Payer Mix and Clinical Outcomes
Authors: **Philip Cendoma**[1], Devdutt Upadhye[2], Amy Landry[3], Ganisher Davlyatov[4], Nancy Borkowski[5]
[1]University of Alabama at Birmingham, HOOVER, AL, [2]University of Alabama at Birmingham, Birmingham, Alabama, [3]School of Health Professions, University of Alabama at Birmingham, [4]University of Oklahoma Health Sciences Center, Oklahoma City, OK, [5]University of Alabama at Birmingham, Birmingham, AL

Federally Qualified Health Centers (FQHCs) play a vital role in providing care to patients regardless of their ability to pay. Payer mix has been a determining factor of the level of quality of care delivered in healthcare settings. This study uses resource-based view theory to examine the valuable resource of a favorable payer mix and its relationship to FQHC's process measures and outcome measures. Method: The study uses a cross-sectional data analysis of 2019 Uniform Data System, as well as IRS 990 Forms data from GuideStar. The study sample included 1,373 FQHCs. The dependent variables used were clinical quality measures made up of 11 process measures including the rates of immunization, cervical cancer screening (Pap test), weight assessment, body mass index screening, tobacco use screening, asthma management, statin use for cardiovascular disease (CVD), aspirin use of ischemic vascular disease (IVD), colorectal screening, HIV follow-up, and depression screening, and three outcome measures which include the percentage of patients with diabetes having their blood glucose level managed, the percentage of hypertensive patients having their blood pressure managed, and the percentage of pregnant women giving birth to a baby with low birth weight. The independent variable was payer mix for each FQHC (proportions of Medicaid, Medicare, dually eligible, private insurance, and self-pay). Results: Centers reporting a higher proportion of Medicaid and dually eligible patients in their payer-mix showed inferior performance on a few process measures (immunization rates, tobacco screening rates) while they showed superior performance on others (weight assessment and diabetes management).

Track 6: Organizational Behavior

Leadership Through the Lens of Social Awareness

8:30 AM - 9:30 AM
Banyan

Facilitator: Tyler Fezzey (The University of Alabama)

Title: Does Ethical Voice Matter? Examining How Peer Team Leader Ethical Voice and Role Modeling Relate to Ethical Leadership

Authors: **Dongkyu B. Kim**[1], Dongwon Choi[2], Seung Yeon Son[3]
[1]NEOMA Business School, Rouen, France, [2]Ewha School of Business, Ewha Womans University, Seoul, South Korea, [3]Graduate School of Defense Management, Korea National Defense University, Nonsan, South Korea

The present study explores a neglected area of ethical leadership: lateral behavioral effect from peer team leaders as a key predictor of ethical leadership. Using the lens of social learning theory, we posit that peer team leader ethical voice fosters focal team leader ethical leadership through team leader moral efficacy. In line with social learning perspective, we also posit the moderating effect of ethical role modeling of peer team leader in relationship between peer team leader ethical voice and team leader moral efficacy. We conducted a two-wave study over a six-week interval between waves from military teams. Our results provided support for all of our hypotheses. In addition, we also found an incremental validity of peer ethical voice behavior by controlling other relevant factors such as upper leaders' ethical role modeling and peer ethical leadership. Our findings contribute to the advancement of ethical leadership literature by articulating a novel antecedent as well as its boundary condition.

Title: Decoding the Nexus: A Dual-Stage Model Exploring Environmental Transformational Leadership's Effects on Employee Green Behavior

Authors: Saleh ALThnayan[1], **Saleh M. Bajaba**[2]
[1]King Abdulaziz University, Jeddah, Makkah, Saudi Arabia, [2]Florida Gulf Coast University, Grand Junction, CO

In an era of growing environmental concerns, this study sheds light on the pivotal role of leadership in fostering sustainable practices within organizations. This study investigates the indirect influence of Environmental Transformational Leadership (ETL) on Employees' Green Behavior (EGB) via Environmental Awareness (EA). It also explores the moderating roles of Organizational Mindfulness (OM) and Organizational identification (OID) in the ETL-EGB relationship. Data were collected through a large-scale survey of 290 valid responses from employees at various managerial levels in the oil and gas sector in Saudi Arabia (KSA), using a simple random sampling method. Hierarchical regression analysis was employed to test the proposed hypotheses. The findings indicate that ETL indirectly affects EGB through EA, with OM moderating the ETL-EA relationship and the indirect ETL-EGB effect through EA. Additionally, OID moderates the relationship between EA and EGB. Based on these results, organizations are advised to appoint ETLs in leadership positions and encourage current leaders to emphasize environmental protection to improve employees' environmentally friendly behavior by raising environmental awareness. Organizations with higher mindfulness are more effective in promoting EGB, as OM serves as a complementary leadership attribute. Furthermore, OID strengthens the positive link between EA and EGB. Discussions of the findings, contributions, restrictions, and directions for the future are also provided.

Title: Separate and Not Equal: The Race-social Class Link in Evaluations of Women for Senior Leadership

Authors: **Marla L. White**[1], Alison Hall (Birch)[2], Wendy Casper[3]
[1]Virginia Tech, Arlington, Texas, [2]University of Texas Arlington, Arlington, Texas, [3]University of Texas at Arlington

Much research suggests that Whites are likelier to emerge as leaders than Blacks. However, this research has primarily focused on men leaders. Alternatively, an intersectional approach evaluating racial differences in evaluations of women leaders suggests that Black (vs. White) women have more behavioral leeway to express dominant leader-like behaviors, which are generally proscribed for women.

Theoretically, more behavioral leeway to enact dominance should enhance Black women's chances of progressing to senior leadership, but this is inconsistent with demographic patterns of leadership representation in America's workforce. Black women's representation lags far behind White women's, suggesting that Black women experience some yet unaccounted-for barriers in their progression to senior leadership roles. This research uses the model of stereotyping through associated and intersectional categories (MOSAIC) to examine perceived social class as a potential mechanism that adversely affects evaluations of Black women's fit for senior leadership roles. Specifically, it assesses the extent to which social class is an activated associated category (implicitly linked to race and senior leadership) when evaluating Black (vs. White) women and the implications for assessments of leader role fit. Results suggest the incongruency of the lower-class category associated with Black women and the upper-class category associated with senior leadership roles may impede Black women's leadership progression.

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

Roundtable #1A - Gender, Sex, and Fairness

8:30 AM - 9:30 AM
Sawyer Key

Facilitator: Linda Brewer (University of North Carolina at Greensboro)

Title: Women's Representation in Technology: A Configurational Analysis of Gender Equality Initiatives

Authors: **Ranjita Islam**[1], Muhammad Ali[1], Erica French[1]
[1]*Queensland University of Technology, Brisbane, Queensland, Australia*

Increased participation by women can mitigate the potential human capital crisis in the information technology (IT) industry. This study analysed gender equality initiatives as determinants of women's representation in management, professional, and non-management roles in 12 IT industries. Instead of examining the net effects of each gender equality initiative which have provided mixed results in the broader literature, we used complexity theory and individual differences theory of gender and IT (IDTGIT) to explore and disentangle various configurations of gender equality initiatives related to the high and low representation of women. Employing a fuzzy-set Qualitative Comparative Analysis, the study found that flexible working arrangements and hiring policies were necessary for a high representation of female managers, professionals, and non-managers in IT. This representation was simultaneously affected by various gender equality policies and infrastructural arrangements. Multiple configurations of gender equality initiatives, which varied across hierarchical levels, supported complexity theory and IDTGIT. The findings of this study pave the way for managers to design and implement gender equality programs by identifying which gender equality initiatives are most effective at each hierarchical level. They also inform human resource managers and organisational policymakers regarding gender equality initiatives that are not producing desired outcomes across hierarchical levels.

Title: Women as Managers: Time for New Tools

Authors: **Rachel O'Sullivan**[1]
[1]*University of South Alabama, Madison, Alabama*

As women joined the workforce in mass in the 1960s and 1970s, researchers began to investigate attitudes towards women in the workplace. Despite this work, women continue to lag behind men in leadership positions. Women have gained representation in senior management and on corporate boards over the past 60 years. However, women continue to face barriers to equal representation within senior leadership and governance. Researchers developed tools in the 1970s to assess attitudes towards women in the workforce and management. While attitudes have progressed, many of the tools developed have not. In particular, the Women as Managers Scale (WAMS) developed in 1974 continues to be utilized and translated despite continued criticism of its validity, factor structure with other samples, transparency, potential for faking, and social desirability bias. In this replication study, WAMS is assessed in three studies to determine if the scale remains valid and reflects current attitudes. Across three samples, WAMS does not retain its original factor structure, dimensions, or reflect current attitudes towards women as managers. While WAMS has shown to be a useful tool in the past, there is a need to reassess its current effectiveness. The validation and structural concerns within WAMS present opportunities for future researchers to develop new tools that measure current perceptions of women as managers.

Title: Do Gender Stereotypes Impact Veteran Job Applicants?

Authors: **Christine Nittrouer**[1], Danni Gardner[2], Michelle Hebl[3]
[1]*Texas Tech University, Lubbock, TX,* [2]*Colorado State University, Fort Collins, CO,* [3]*Rice University, Houston*

As the United States military downsizes, more veterans than ever are joining the civilian workforce. Despite this influx of veteran workers, the topic of their post-service, transition to civilian employment remains largely unaddressed by the research community. With estimates of over 21 million veterans living in the United States to date, the majority of whom are of working age (Department of Veteran Affairs, 2014), the importance of understanding these individuals' workplace experiences is clear. As veterans' difficulty attaining and sustaining employment in the U.S. is evidenced by their consistently high unemployment rate as compared to nonveterans (Bureau of Labor Statistics, 2021), research on this topic holds additional practical importance. The present research explores how stereotypes associated with military service influence veterans' subsequent civilian hiring (Stone & Stone, 2015). We expect that stereotypes may prevent those with military experience from attaining certain positions, potentially contributing to veteran unemployment. We explore the possibility of limiting stereotypes associated with military service over three studies.

Roundtable #1B - Equity and Best Practices in Job Search

8:30 AM - 9:30 AM
Sawyer Key

Title: Fostering Metacognitive Activities in Job Search: A Career Self-Management Approach

Authors: Kun YU[1], **Jenny Z. Zhao[2]**, Zhen Wang[3], Yuhui Li[1]
[1]Renmin University of China, Beijing, China, [2]Florida State University, Tallahassee, Florida, [3]Renmin University of China, China

Job searching is one of the most critical moves for graduates. Among job searching behaviors, metacognitive activities are especially related to novices such as graduates. Drawing upon the career self-management model of social cognitive theory (CSM-SCT), we conducted a dual-process model and proposed that graduates' metacognitive activities could be affected by proactive personality via the mediation of career adaptability and career resilience. Moreover, self-worth was proposed to have a synergy effect with career adaptability, and a substitutive effect with career resilience. Results from three-wave data with 500 senior university graduates revealed that proactive personality was positively related to meta-cognitive activities via the mediating role of career adaptability and career resilience. Furthermore, self-worth significantly moderated the indirect effect of proactive personality on meta-cognitive activities. When self-worth was high, proactive personality had a positive effect on meta-cognitive job-search behavior through career adaptability, while when self-worth was low, this mediating path relationship through career resilience was substituted. Implications for the literature and managerial practices were discussed.

Title: Blending in with the Blended: Career Attitude Profiles in the Current Career Environment

Authors: **Daniel D. Goering[1]**, Christina Li[2], Kristina Tirol-Carmody[3], Kyoungmin Lee[4]
[1]Missouri State University, Springfield, MO, [2]University of Oklahoma, Norman, OK, [3]University of Kansas, Lawrence, KS, [4]The University of Oklahoma, Norman, Oklahoma

To successfully navigate the post-corporate, employee-centric career environment, career models propose individuals orient their attitudes accordingly to fit with the career environment. Until recently, it was largely assumed the career environment was mostly employee-centric. However, a growing body of research tempers this assumption, suggesting the environment is instead a *blend* of employee- and employer-centric elements (Li et al., 2022). A separate body of research has called on scholars to adopt a person-centered approach that more realistically models how people's career attitudes simultaneously co-occur as an overall career approach—as career attitude profiles (Briscoe and Hall, 2006). We synthesize these two bodies of research, and using latent profile analysis we discover the profiles which currently exist in the blended career environment (Study 1): *ambi-centrics*, an orientation stuck between employee-/employer-centrism; *fair-weather citizens,* an orientation to actively develop oneself while remaining semi-loyal to their employer; *remoras,* an opportunistic career orientation "sticking to" employers for career development yet poised to leave if better jobs emerge. In Study 2, we replicated these profiles and found one additional profile: *sustainable proteans*, an orientation skewed toward employee-centrism yet still retaining moderate employer loyalty. These profiles differentially predicted intrinsic career success (i.e., career satisfaction), extrinsic career success (e.g., hierarchical status), well-being (i.e., life satisfaction), and job attitudes (e.g., job satisfaction), with *sustainable proteans* and *fair-weather citizens* outperforming the other two profiles. Our findings offer unique insights into various ways individuals can adapt more successfully to the blended career environment.

Title: Just Keep Looking: Differences between Hispanic and White Job Seekers in Job Search Length, Salary, and the Role of Internship Experiences

Authors: **Natalie WIlde[1]**, Linda Shanock[2]
[1]University of North Carolina at Charlotte, Charlotte, North Carolina, [2]University of North Carolina at Charlotte

Over recent years, progress has been made toward improving Hispanic American's education and work outcomes. However, even among college graduates, Hispanic Americans face marked difficulty on the job market in terms of both salary and hiring (NCES, 2016; 2019). Research suggests that entry into the workforce after education is a critical and potentially stressful period in one's career (Yang & Gysbers, 2007) and could be the starting point to a lifetime of cumulative disadvantage in income. Yet, a targeted examination of this critical time period is lacking in the literature, and focus remains mainly on long-term systemic solutions that are necessary but do not improve outcomes for current Hispanic graduates. This project aims to fill this gap by examining early job outcomes of Hispanic graduates relative to their White peers, providing insights about new entry to the workforce which may be leveraged in future research on early job seeking experiences.

Roundtable #1C - Women in Leadership
8:30 AM - 9:30 AM
Sawyer Key

Title: Calling for Authenticity: A Conceptual Exploration of BIPOC Women Leaders' Pursuit for Truth
Authors: **Tina Sharifi**[1], Souha Ezzedeen[2], Parbudyal Singh[2], Kelly Pike[3]
[1]York University, Etobicoke, ON, [2]York University, Toronto, Ontario, [3]York University

The extant research has identified authentic leadership as a powerful and effective form of leadership practice. However, recent literature has turned its attention to the challenges experienced by Black, Indigenous, People of Color (BIPOC) women attempting to enact authentic leadership behaviors. Embodying a double minority status, BIPOC women leaders experience reduced perceptions of status and competence, and are therefore, unable to effectively enact risky behaviors such as authenticity. To address these disparities, this paper problematizes authentic leadership through a more comprehensive, intersectional lens. Specifically, this conceptual exploration spotlights presence of calling as a critical contextual factor in BIPOC women leaders' authentic behaviors. Drawing on self-concept theory of work motivation, self-determination theory, alongside theories of intersectionality, this research presents the first investigation into the relationship between presence of calling and authentic leadership behaviors of BIPOC women leaders. Specifically, we demonstrate how the relationship between presence of calling and authentic leadership behavior is positively mediated through meaningful work and escalation of commitment. Thus, BIPOC women who identify a presence of calling will experience a greater moral and ethical obligation to enact authenticity despite its risky implications. Findings are expected to have important practical and theoretical implications for gender, race, authentic leadership, and calling within organizational settings.

Title: Making It to the Top – Success Factors For Women Leaders in STEM: A Qualitative Study
Authors: **Feruzan Irani-Williams**[1], Lori Tribble[2], Paige Rutner[2], Steve Stewart[3], Constance Campbell[3]
[1]Texas Tech University, Lubbock, TX, [2]Clemson University, Simpsonville, SC, [3]Furman University, Greenville, SC

Stark gender differences in several fields in STEM continue to be prevalent despite concerted effort at various levels. This gender gap becomes even more evident when the focus narrows to leadership, which remains male-dominated. Previous studies have made manifest that women who aspire to leadership in STEM professions must navigate existing gendered barriers and the glass ceiling to advance in their careers. Nevertheless, a small number of women successfully attain and occupy such roles. In this qualitative study, we explore the factors shaping the success of women leaders in the inherently male-dominated STEM fields of technology, engineering, manufacturing, and mathematics. Our findings make both theoretical and practical contributions and reveal that women can overcome gender-related hurdles and remain in STEM professions by employing a growth mindset and viewing these challenges as inherently surmountable. In addition, we contribute to attribution theory by proposing a new framework for choice attributions, which categorizes and describes how and why people make the choices they do.

Roundtable #1D - Activism, Aggression, and Conflict
8:30 AM - 9:30 AM
Sawyer Key

Title: The Impact of CEO Sociopolitical Activism on Corporate Social and Political Engagement
Authors: **Keshab Acharya**[1], Michael Abebe[2], GUADALUPE SOLANO[3], Nowmi Nowrin[4]
[1]Central Connecticut State University, New Britain, Connecticut, [2]The University of Texas Rio Grande Valley, Edinburg, Texas, [3]University of Texas Rio Grande Valley, Edinburg, TX, [4]The University of Texas Rio Grande Valley

While the phenomenon of CEO sociopolitical activism (CEOs publicly taking a stance on contemporary societal issues) is growing in its scope and frequency, its implication for firm-level strategic choice and performance is still underexplored. This study addresses this issue by examining the relationship between CEO sociopolitical activism and firm non-market strategies. Specifically, drawing from the literature on executive ideology and upper echelons theory, we argue that the ideological orientation (conservative vs. liberal) of CEO sociopolitical activism is associated with corporate social responsibility (CSR) and corporate political activity (CPA). Our analysis of data from a matched sample of U.S. firms from 2008-2016 provides mixed findings. While conservative-leaning CEO sociopolitical activism is negatively related to CSR, it does not appear to be a significant predictor of CPA. Overall, the study contributes to research evidence linking the impact of executive level activism on firm strategies and thereby responds to recent calls for more research on CEOs as social leaders. Implications for research and practice are discussed.

Title: The Impact of Team Diversity on the Relationship Between Conflict and Team Process Outcomes
Authors: **Emily S. Redler**[1], David Woehr[1], Misty L. Loughry[2], Matthew Ohland[3]
[1]University of North Carolina at Charlotte, Charlotte, NC, [2]Crummer Graduate School of Business at Rollins College, Winter Park, FL, [3]Purdue University

In the present study, we explored the relationship between team conflict and team process outcomes of psychological safety, satisfaction, and cohesion, as well as the potential interactive effects of gender and racial diversity on these relationships. Using data collected via the Comprehensive Assessment of Team Member Effectiveness (CATME) system, we examined teams of U.S. college students who used CATME for peer evaluation while working on teamwork-based projects. As our measures are inherently team level as well as individual level, we employed a multilevel analytic strategy to control for team-level effects. Our findings provide evidence that team conflict is negatively related to psychological safety, satisfaction, and cohesion. Additionally, gender diversity (specifically when measured as the proportion of women on a team) moderated the relationship between conflict and satisfaction as well as between conflict and cohesion. On teams with more women, the negative relationship between conflict and satisfaction and cohesion (respectively) became stronger. The study highlights the importance of examining the effects of demographic diversity as a moderator of team processes rather than simply as a direct effect.

Title: Can We Still Be Friends? Microaggression, Strength of the Tie, and Affective Trust

Authors: **Feigu Zhou**[1], Kyle Stockdall[2], Lu Zuo[3]
[1]*The University of Memphis Fogelman College of Business, Memphis, Tennessee,* [2]*The University of Memphis,* [3]*University of Alabama, Tuscaloosa, AL*

Microaggressions are known to damage employee well-being, yet the degree to which they impact interpersonal relationships is unclear. We examine the impact of racial microaggressions on levels of affective trust between individuals in a dyad relationship. Specifically, we propose how the strength of the social tie between the victim and the aggressor moderates the damage to affective trust felt by the victim toward the aggressor. We draw on psychological contract theory, the strength of the dyadic relationship, and trust within organizations to theorize the effects of a distinct category of subtle discrimination.

Roundtable #1E - Diverse Organizational Experiences

8:30 AM - 9:30 AM
Sawyer Key

Title: The academic calling: New reflections on an old idea

Authors: **Thomas Conklin**[1]
[1] *Georgia State University, Atlanta, Georgia*

What is the experience of faculty who feel called to their work, and how has that changed across their careers? Faculty with two to 35 years in the profession were interviewed regarding their experience. I used phenomenology to discover their experience in the wake of substantial changes to higher education in recent years. Results show that the experience of being called, while still present, is mediated by the increasing administrative demands on faculty, often referred to as managerialism, marketization, and massification. Implications of these results suggest a changing experience for entrants and the need to compartmentalize and preserve that which is meaningful amidst the increasing administrative demands of the industry.

Title: Pedagogy Amid an Emergency: Avoiding Faculty Burnout

Authors: **Brent S. Opall**[1], Nancy S. Hanson-Rasmussen[1]
[1]*University of Wisconsin Eau-Claire, Eau Claire, WI*

Emergencies in higher education, including schools of business, have required faculty to make changes to their pedagogy, often with very little notice. Within this context changes in pedagogical approaches and faculty burnout are explored. Notably, most and least impactful types of faculty support, the effect changing pedagogy quickly, and how institutions can intervene to decrease stress and burnout. A two part study including semi-structured interviews explored methods found to be helpful and laid the groundwork for assessing faculty burnout using the Maslach Burnout Inventory (MBI). This study takes place at an AACSB-accredited college of business at a regional comprehensive institution in the Midwest. Our work concludes by discussing the practical implications of support mechanisms for faculty that reduce burnout and improve wellbeing. This work makes an important scholarly contribution to understanding the impact of emergency education on burnout as examined through the MBI.

Title: Patterns of Voluntary Associations and Trust in the US: The "Dark" Side of Social Capital for Gender and Race Minorities

Authors: **Irina Stoyneva**[1], Ana Camara[2]
[1]*Thomas Jefferson University, Yardley, PA,* [2]*Iona University, New Rochelle, NY*

Participation in voluntary associations may have more complex indirect effects on individual members than previously believed. To explore this question, we integrate the social capital perspective with research on voluntary organizations , and propose a model in which the patterns of individuals' voluntary associations impact the likelihood of generalized trust in them, and these effects are moderated by racial and gender inequality. The results indicate that size of the network of voluntary associations of individuals is positively related to the likelihood of generalized trust in them, and that relationship for women and for minority groups is weaker. Research and practical implications are discussed.

Track 6: Organizational Behavior

Roundtable #1A - Leadership

8:30 AM - 9:30 AM
Tarpon Key

Roundtable Session 1, Table A

Facilitator: William Obenauer (University of Maine)

Title: Trait Theory of Disconnected Leadership: Explaining Disagreements in Leader-Follower Perceptions

Authors: **Alexandra Harris-Watson**[1], Dorothy Carter[2], Samantha Holland[3], Leslie DeChurch[4], Stephen Zaccaro[3]
[1]University of Oklahoma, Norman, OK, [2]Michigan State University, [3]George Mason University, [4]Northwestern University

Although trait paradigms are a popular approach to studying leadership antecedents, they are out of sync with increasingly popular conceptualizations of leadership itself. Recent research has shifted toward viewing leadership as a co-constructed process dependent on relational interactions between leaders and followers. Necessarily, such relational views of leadership emphasize that leaders and followers will differ in their perceptions of leadership. In contrast, trait paradigms typically take a one-sided approach to predicting leadership such that only leader *attributes* and follower *perceptions* are considered. Moreover, even trait fit theories that account for both leader and follower attributes (e.g., similarity vs. dissimilarity) assume that all perceptions will be the same. Consequently, trait paradigms do not offer a mechanism for explaining why leaders and followers may disagree about leadership perceptions. We reconcile trait paradigms and relational views of leadership by explicitly theorizing about how leadership disagreements–what we call leadership *disconnects* leadership–arise. Specifically, we argue that leadership schemas are the critical link between traits and leadership disconnects. We use the Big Two as an organizing framework to map traits to leadership schemas along dimensions of agency and communion. We conclude with a research agenda for further integrating traits and relational leadership perspectives to explain leader-follower disagreements.

Title: Caring for Myself: Leader Self-Compassion Affects Intrapsychic and Interpersonal Processes

Authors: **Janet Boekhorst**[1], Shavin Malhotra[1]
[1]University of Waterloo, Waterloo, ON

Leaders often experience stressful work events, but there are often insufficient resources to manage this stress, underscoring the need for leaders to self-initiate actions to improve their wellbeing. Given that self-compassion helps alleviate suffering, we propose that self-compassion can be instrumental for leaders to improve their wellbeing following a stressful work event. Drawing from self-compassion, psychological ownership, and implicit leadership theories, we present a process model that examines how leader self-compassion affects intrapsychic and interpersonal processes. Through the intrapsychic process, leaders experience a stressful work event that triggers self-compassion. In turn, this fosters psychological ownership for their wellbeing and, subsequently, manifests in territorial self-care behaviors. These leader territorial self-care behaviors will then activate the interpersonal process, wherein employees identify the extent of congruence between actual leader behaviors (territorial self-care behaviors) and their ideal leader prototype. This process affects the extent to which employees direct supportive actions towards their leader, which ultimately affects whether leaders overcome the struggles of the stressful work event. In doing so, our theory contributes to research on leader wellbeing by underscoring the importance of self-compassion for leaders, yet we acknowledge the potential mixed effects for employees.

Title: Leadership and Social Influence: Social Network Ties with Informal Leaders and Similarity in Citizenship Behavior

Authors: **Sara J. Krivacek**[1], Thomas J. Zagenczyk[2], Jeremy D. Meuser[3], Kevin S. Cruz[4], William Gardner[5], Claudia Cogliser[5], Debbie Laverie[6]
[1]Clemson University, Easley, South Carolina, [2]North Carolina State University, Raleigh, North Carolina, [3]University of Mississippi (Ole Miss), Oxford, MS, [4]Georgia Southern University, Statesboro, GA, [5]Texas Tech University, Lubbock, TX, [6]Texas Tech University

How are employees' social network ties with informal leaders related to their helping behaviors in the workplace? We argue that research on leader-follower relationships offers an incomplete perspective of leader influence because of the nearly exclusive focus on formal leader-follower dyads, the prevailing assumption that employees have only one leader, and a lack of consideration of the social context in which these dyads are embedded. We draw on a social networks approach to capture the elements of these different dyadic informal leader-follower relationships. Thus, our work "goes beyond the dyad" by considering multiple dyadic relationships simultaneously, as well as leader centrality in organizational advice networks as a possible boundary condition for leaders' influence. Drawing on social learning theory, we argue that employees will have similar interpersonal citizenship behavior (ICB) to the ICB of their informal leader-advice ties and distant informal leader ties. We posit and find that employees engage in similar levels of ICB to informal leader-advice ties, but only for those who are more – rather than less – central in the advice network. These results were robust to other explanations, including the role of formal leaders, friendships, employees' positions in the formal hierarchy, departmental membership, and demographic similarity.

Roundtable #1B - Organizational Deviance and the "Dark Side"

8:30 AM - 9:30 AM
Tarpon Key

Title: Exploring Supervisor-induced Stressors, Employee Job Neglect, and CWBS: The Potential Benefits of the Machiavellian Employee

Authors: **Maria V. Bracamonte**[1], Benjamin D. McLarty[2], Matthew J. Quade[3]
[1]Mississippi State University, Starkville, Mississippi, [2]Rowan University, [3]Baylor University, Waco, TX

Whereas prior research has investigated the impact that workplace stressors have on employee behaviors, the unique relationship between the supervisor and employee calls for more in-depth empirical explorations of the influence of employees' dispositions combined with the stressors they face—particularly when it comes to employees' likelihood to engage in various forms of counterproductive workplace behaviors (CWBs). Using a conservation of resources (COR) framework, we explore how Machiavellian employee personality influences both supervisor-induced challenge and hindrance stressors on the performance of CWBs. Specifically, we conducted a time-separated study of supervisor-employee dyads to examine the influence of these stressors on the likelihood of employees to engage in workplace job neglect behavior and performance of subsequent forms of CWBs. We found that employee Machiavellianism, usually predicted to have negative influences on work outcomes, serves to reduce the amount of CWBs conducted when supervisor-induced hindrance stressors are present.

Title: Too Much Psychological Need Fulfillment? Exploring the U-Shaped Association with Motivation and Deviant Behaviors

Authors: **Madelynn Stackhouse**[1], Katherine Clyde[2]
[1]University of North Carolina at Greensboro, Greensboro, NC, [2]Greenville, NC

Psychological needs fulfillment has long been theorized to predict desirable outcomes linearly and positively. The current research challenges this assumption conceptually and empirically and tests the curvilinear effects of psychological needs fulfillment (i.e., autonomy, relatedness, and competence) on work motivation as well as counterproductive workplace behaviors. Integrating self-determination theory with the conservation of resources perspective, we propose that there exists a U-shaped association between psychological needs fulfillment and motivation. At high levels, psychological needs fulfillment can serve as a valuable resource that promotes motivation and desirable behavior. At low levels, unmet needs motivate drive individuals to pursue met needs, but as needs are gradually satisfied, individuals reach a point where scarcity is absent and they feel content and complacent, resulting in a dip in motivation. Therefore, both low and high levels of psychological are motivating while the middle of the u-shape is not. Our predictions were supported based on a sample of working adults who completed measures at two time periods (NT2 = 285). Quadratic polynomial regression analyses supported a curvilinear u-shaped relationship between psychological needs and motivation, as well as a inverted curvilinear u-shaped relationship between psychological needs and counterproductive workplace behaviors. Together, the findings support the idea that there are two optimal "Goldilocks" rules when it comes to psychological needs fulfillment for desirable organizational outcomes.

Title: A Conceptual Model of Workplace Gaslighting and how it leads to Paranoia, Defensive Silence and Suspicion Behavior

Authors: **Saad Ashraf**[1], Min Carter[2]
[1]Southern Illinois University Carbondale, Carbondale, Illinois, [2]Southern Illinois University, Carbondale

The purpose of this study is to understand the antecedents and consequences of gaslighting at workplace. The biggest contribution of this study is to bring attention to workplace gaslighting, which is a phenomenon that has been understudied in management and organizational behavior research, even though it is prevalent. It is important to note that gaslighting is a form of workplace aggression that shares similarities with abusive supervision, bullying, and incivility, but it is fundamentally distinct. Integrating Interdependence theory with insights from narcissism literature, we develop a conceptual model that sheds light on how supervisor narcissism and relative power leads to gaslighting. Furthermore, we suggest paranoia, defensive silence and suspicion behavior as consequences of gaslighting at workplace.

Roundtable #1C - Leader - Follower Relations

8:30 AM - 9:30 AM
Tarpon Key

Title: A Tale of Two Theories: Effects of Ethical Leadership on Employee Unethical Pro-Organizational Behavior and Boundary Condition of Moral Ideology

Authors: **Yin Yu**[1], Dongkyu B. Kim[1], Carlos W. Lo[2]
[1]NEOMA Business School, Rouen, France, [2]Chinese University of Hong Kong, Shatin, New Territories, Hong Kong

Drawing upon mechanisms from social cognitive theory and social exchange theory, we propose that ethical leadership influences employee unethical pro-organizational behavior (UPB), as employees' unethical behavior that ostensibly benefits organizations, through competing pathways, namely, moral disengagement and job satisfaction. We also identify and examine the boundary condition role of employee moral ideologies in determining which pathway would employees go through. Based on two-wave survey data obtained from 217 employed adults over one year, we found support for 1) the social cognitive mechanism whereby ethical leadership reduces employee moral disengagement and in turn minimizes employee UPB; 2) employees with high levels of idealistic moral ideology attune to such social cognitive mechanism. Implications of our research for practitioners and future research interested in circumscribing employee UPB are discussed in a time-sensitive manner.

Title: Destructive Self-Leadership? Self-Leadership, Maladaptive Coping, and Stress in College Students
Authors: **Christopher B. Neck**[1], Sherry A. Maykrantz[2], Jeffery D. Houghton[3], Christopher Neck[4]
[1]West Virginia University, Morgantown, West Virginia, [2]Salisbury University, Salisbury, Maryland, [3]West Virginia University, Morgantown, WV, [4]Arizona State University

Prior research has examined self-leadership as a proactive self-regulatory approach for the management of stress and anxiety in college students. However, little is known about the possible negative effects of self-regulatory approaches such as self-leadership. Using the transactional model of stress and coping and the interaction model of stress, anxiety, and coping as theoretical frameworks, this study investigates a parallel multiple mediation model of the relationship between self-leadership and state anxiety as mediated by adaptive coping behaviors and maladaptive coping behaviors in a sample of 143 undergraduate students. Results suggest that self-leadership, paradoxically, is positively related to both adaptive coping behaviors and maladaptive coping behaviors in students. Moreover, the magnitude and significance of the indirect effects of self-leadership on state anxiety through maladaptive coping behaviors are greater than the indirect effects of self-leadership through adaptive coping behaviors. This study is therefore the first to identify possible detrimental effects of self-leadership on individual outcomes, that is, destructive self-leadership. Implications, both theoretical and practical, are discussed along with limitations and directions for future research.

Title: Follower Personality and Preference for Leadership Style
Authors: **Jacqueline Z. Bergman**[1], Sara C. Todd[2], Shawn M. Bergman[1], Kwani C. Taylor[1]
[1]Appalachian State University, Boone, NC, [2]DealCloud Inc., Charlotte, NC

This study examined the relationship between follower personality and preference for leadership style, using the Big Five factors to predict preferences for four broad styles of leadership. The sample consisted of 202 adults recruited from Amazon MTurk who completed a questionnaire assessing the Big Five personality traits and their preference for four leadership styles – transactional, transformational, relationship oriented, and task oriented. Preference for each style was assessed using two 5-point Likert-scale items (summed to create a single score), and one forced-choice item asked respondents to select their most preferred style. Results supported prior research that personality influences preference for leadership style. Specifically, transformational leadership was preferred by those high in agreeableness; transactional leadership was preferred by those high in emotional stability; and relationship-oriented leadership was preferred by those high in agreeableness and openness to experience. Interestingly, none of the personality factors correlated with or predicted a preference for task-oriented leadership. Additionally, based on responses to the forced-choice item, no one leadership style was preferred by the majority of participants. A sizable percentage of respondents preferred a relationship-oriented leadership style (43.1%), and this style also had the highest mean rating (M = 8.42). However, the leadership style with the lowest mean rating, transactional leadership (M = 6.89), was preferred by the next largest percentage of respondents (22.3%). Some implications of these results are discussed.

Roundtable #1D - Culture, Climate, and Authenticity

8:30 AM - 9:30 AM
Tarpon Key

Title: Organizational Sustainability Culture and Employee Performance: The Mediating Role of Meaningful Work
Authors: **Taiwo Abraham**, University of Texas Rio Grande Valley, Edinburg, Texas

The contemporary business landscape is increasingly focused on environmental sustainability, leading to the emergence of organizational sustainability culture (OSC) as a key driver of modern business success. We set out to conceptually explore the relationship between OSC and employee performance (EP), and the contextual role of meaningful work (MW). By investigating the linkage between OSC, MW, employee motivation (EM), and employee satisfaction (ES), we made four propositions and introduced a conceptual model. Drawing on Herzberg's hygiene-motivation theory, we extend the theory by incorporating EM and ES as outcomes of OSC-MW interaction. The paper contributes to the literature by providing a comprehensive and integrative framework for understanding how OSC can improve EP by fostering MW among employees. Additionally, it offers practical implications for managers, suggesting that OSC is not only a moral duty or strategic advantage but also a source of motivation and satisfaction for employees. Future research should focus on developing a measurement scale for OSC and identifying subdimensions that explain the most variation in the OSC-MW-EM/ES-EP model.

Title: Feeling "Safe" in Perilous Work: Community Holding Spaces for Safe Emotional Processing
Authors: **Kimberly Rocheville**, Creighton University, Omaha, NE

In certain professions, members are routinely exposed to situations where their life or the life of someone else is on the line. Workers in these professions are exposed to traumatic situations over the course of a career and are likely to experience certain feelings such as sadness, emotional pain, and fear in response to these traumatic events. Through two inductive qualitative studies, this paper builds theory around how individuals involved in life-and-death work (police officers), process the emotions that are elicited by traumatic events without violating the emotional norms of their profession that encourage suppression. These two studies show how individuals create a trusted group of "safe others" with whom they experience a psychological sense of community. Together, community members imbue certain physical spaces with meaning ("safe places"). When safe others come together in safe places, community holding spaces are created which enable the enactment of safe emotional processing.

Title: A quantitative synthesis of the literature on authenticity at work
Authors: **Chen Wang**[1], Ajay R. Ponnapalli[2], Viva Nsair[3]
[1]Western Michigan University, Kalamazoo, MI, [2]Wayne State University, i, [3]Western Michigan University, Okemos, MI

Despite its popularity, a clear understanding of what authenticity is, what drives greater feelings of authenticity, how it relates to important work outcomes, and whether it is distinct from conceptually similar constructs are still unknown. In this study, we aim to address these issues by quantitatively synthesizing the authenticity literature and building a nomological network of authenticity at work. We identify and examine potential drivers of authenticity through work, social, and individual differences, and also explore how feeling authentic impacts employee behaviors, attitudes, and well-being. Our findings suggest that being authentic at work is related to improved employee job performance, work attitudes, and well-being, and highlight the potentially unique and important role that it plays in the workplace. Further, we compare meta-analytic correlations between authenticity and theoretically similar constructs and examine overlap in nomological validities, and find preliminary evidence that authenticity is distinct from several seemingly relevant constructs in the literature.

Roundtable #1E - Values, Meaning, and Recognition

8:30 AM - 9:30 AM
Tarpon Key

Title: How the Values of Management Researchers Differ from the Values of Practicing Managers
Authors: **Jake Telkamp**[1], Marc Anderson[2]
[1]Augusta University & Iowa State University, Ames, Iowa, [2]Iowa State University

Values and morals serve as guiding principles in our daily lives and are widely recognized as being important drivers of behavior. Yet, it is unclear and interesting to consider whether these values and morals affect the research process itself. In the field of management, there is a "research-practice" gap that suggests those in industry do not pay attention to management scholarship. We suggest that this may in part reflect a divergence of values and morals, and that certain values of practicing managers may be inadequately represented by researchers, potentially leading them to devalue management research. At present, we know little about what values researchers and managers hold. In this empirical study, we take stock of the values and morals of management researchers and compare them with a sample of practicing managers, establishing the phenomenon of a value divergence. We find that managers, on average, placed more emphasis on the moral foundations of equality, loyalty, authority, and purity, and on the values of hedonism, power-dominance, security-societal, tradition, and humility. Management researchers, on the other hand, placed more emphasis on the values of achievement, self-direction (thought), self-direction (action), benevolence (dependability), universalism (concern), and universalism (tolerance). Somewhat surprisingly, we found that managers were slightly less liberal on average than the management researchers, but only for social issues and not economic issues. Managers also placed a higher emphasis on both idealism and relativism than did researchers, and there was no difference between the groups for how religious they were.

Title: The Power of Public Opinion and Workplace Support on Work Meaningfulness
Authors: **Danford A. Kern**[1], Jessica Greenwald[2]
[1]St. Ambrose University, Davenport, IA, [2]St. Ambrose University, DAVENPORT, Iowa

We develop a theoretical model and test the relationship between civil servant satisfaction with public perception of their organization and their perceived work meaningfulness. The model proposes that a public satisfied with the work done by government agencies can create an environment that positively impacts a government employee's sense of work meaningfulness via the impact of social cues in the sensemaking process. Therefore, public satisfaction with government agencies' work could influence higher work meaningfulness felt by the employees of those agencies. This study provides practitioners with focused awareness of how external perceptions of civil servants and their work, as measured by satisfaction with the public's opinion of their organization, affect employees' attitudes. Additionally, this study analyzes how perceived work unit support, as a sub-construct of organizational support, and perceived supervisor support, moderate the effects of an employee's satisfaction with public opinion on one's sense of work meaningfulness.

Title: Construction of Workplace Generativity to Prepare the Next Generation

Authors: **Ryan Musselman**, Virginia Tech, Blacksburg, VA

Organizations benefit from reducing voluntary turnover while also increasing employees' knowledge, skills, and abilities (KSAOs) and performance. Achieving both is increasingly difficult. This review conceptualizes a new way to investigate development and retention through the stability of generative desires and subsequent action establishing others that is consistent across time, people and situations. As the rising tide lifts all boats, organizational performance is increased through workplace generativity by employees developing peers. Generativity is an identity of employees as an expression of core values resulting in professional growth activity. Overall, the theoretical development of generativity at work allows organizations to view its talent pipeline from development, management and succession to lower turnover and increase internal mobility.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Social Matters in Family Firms

8:30 AM - 9:30 AM
Glades

Facilitator: Kristen Raney (Arizona State University)

Title: What makes non-family employees impurities at the family firms? The role of family influence

Authors: **Taewoo Kim**, University of Louisiana Monroe, Sterlington, LA

A unique structure of family firms, a combination of family and non-family employees, sometimes leaves non-family employees as strangers even when they are essential to the family firms. Given the pivotal role of non-family employees, it is critical to understand how distinctive aspects of family firms are related to the level of non-family employees' sense of belonging to family firms. Thus, the current study aims to shed light on the relationship between family influence, an idiosyncratic aspect of family firms, and non-family employees' organizational identification with the family firm. Moreover, to deepen our understanding of the underlying mechanism through which family influence affects non-family employees' organizational identification, work-family culture and work-family conflict of non-family employees are adopted as a mediator and a moderator, respectively. The cross-level data from 114 family business owners - non-family employees dyads is utilized to test our research model.

Title: Cultural Reproduction or Cultural Toolkit: The Legitimacy and Impact of Women Leaders in Family and Non-Family Firms

Authors: **Eric Kushins**[1], Myriam Quispe-Agnoli[2]

[1]Berry College - Campbel Sch of Bus, Mt. Berry, GA, [2]Mercer University, Atlanta, GA

Compared to nonfamily firms, do family firms provide greater leadership prospects for women or do they hold significant barriers and limitations? This paper discusses the theoretical insights of Bourdieu (1972, 1986, 1989, 1996) and Swidler (1986) in relation to work on gender stereotypes (Eagly, 1997; Eagly & Karau, 2002). We suggest a cultural explanation situated in the sociology of practice theory (Ortner, 1984) helps to explain the differential opportunities and impact of women's leadership within family firms compared to nonfamily firms. The family firm's centralization of the family and conservative orientation emphasizing stability, culminates in families' unconscious emphasis on reproduction (as suggested by Bourdieu) of the existing normative culture and its associated structures. In contrast, nonfamily firms are unburdened by the embeddedness of traditional familial patterns of interactions and roles. We suggest that, according to Swidler's notion of culture as a "tool kit," nonfamily firms have a more flexible cultural repertoire from which individuals can identify leader legitimacy. Thus, our empirical evidence suggests that while non-family firms demonstrate greater financial successful than nonfamily firms overall, women-run family firms underperform their women-run non-family firm counterparts. Differences in the use of culture in family and non-family firms plays a significant role in providing opportunities for and legitimizing women as organizational leaders.

Title: Considering family-firm potential successors: A family social capital and goal systems theory approach

Authors: **Sara Davis**[1], Rebecca Long[2]

[1]Kennesaw State University, Kennesaw, Georgia, [2]Mississippi State University, Mississippi State, MS

We extend family social capital and goal systems theory to examine the family's influence on family-firm succession-related goals and the consideration of potential successors as means for achieving those goals. Using an experimental vignette methodology with 800 business owners, we find that structural family capital influences succession-related goal prioritization and that the perceived configuration of goals determines which individuals are considered as potential successors. Unexpectedly, we find misalignment between financial growth intentions and the importance placed on individuals' financial competence. By exploring the family-firm succession goal architecture, we offer a framework for understanding the initial phase of the succession process.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Start-up Financial Considerations

8:30 AM - 9:30 AM
Jasmine

Facilitator: Janelle Bremer (The University of Tennessee)

Title: Will Obtaining External Funding Increase Accelerator Acceptance? It Depends on the Entrepreneur's Gender

Authors: Jing Zhang[1], Fatemeh Askarzadeh[2], Matthew R. Farrell[3], **Veronika Ciarleglio**[4]
[1]Old Dominion University, Norfolk, VA, [2]University of Houston Downtown, Houston, TX, [3]Austin Peay State University, CLARKSVILLE, Tennessee, [4]University of Tampa, Tampa, FL

Integrating signaling theory and the institutional logics perspective, we contend that positive gender discrimination held by legitimacy-seeking accelerators can counteract some individual merits of women when they apply to accelerator programs. We examine whether and how signals are treated differently when sent by different gender groups. Specifically, we compare the signaling effect of entrepreneurs' existing external funding on business accelerator acceptance between men-led and women-led ventures. Using survey data of 10,217 startups in 143 countries over 2016-2018, we find that while existing external funding increases acceptance to accelerator programs for men-led ventures, it does not influence women-led ventures. This study highlights a novel aspect of positive gender discrimination, that is, signal receivers might become oblivious to quality cues of signal senders. This challenges the general assumption of signaling theory, this is, signals more difficult to gain will create more value for the sender. Consequently, understanding why and how the same signal can result in non-uniform interpretation is an important step in addressing gender inequality.

Title: The effects of national culture on entrepreneur and joiner financial incentive preferences

Authors: **Ryan W. Angus**[1], Lyda Bigelow[2], Amit Pazgal[3]
[1]West Virginia University, Morgantown, WV, [2]University of Utah, [3]Rice University

One of the most consequential actions for early-stage entrepreneurs is attracting joiners to help launch their firms. Yet little is known about entrepreneurs' and joiners' preferences for different financial incentives—and even less is known about how these preferences vary across national cultures. We use conjoint methods to administer a survey to 680 participants from 11 countries to address these knowledge gaps. We quantify entrepreneur and joiner preferences for different levels of equity, salary, and sales commission incentives and highlight difficult to negotiate tradeoffs. We find that joiners prefer large equity stakes over salary incentives in high embeddedness cultures, and salary incentives over equity stakes in low embeddedness cultures. Drawing on these results, we develop a series of stylized findings and implications for future work.

Title: Income Inequality and Startup Formation

Authors: **Justin Pepe**, Old Dominion University, Norfolk, VA

Calls are growing for research on the effects of income inequality on economic and social outcomes. In this study, I examine both the dispersion effects of income inequality and the economic resource effects of median income on the level and type of startup formation among counties in the United States. I test my theorizing with empirical support from data derived from a novel dataset, which reveals that where income inequality is concentrated is important for understanding its relationship to startup formation.

Track 9: (PDI) Professional Development Institute

The State of Tenure: A discussion of tenure and non-tenure models, and the laws impacting Florida and beyond

8:30 AM - 9:30 AM
Bird Key

Facilitators: **Meagan Baskin**[1], Jennifer G. Manegold[2], Ashley Mandeville[3], Samantha Paustian-Underdahl[5], Aaron D. Hill[6], Terri A. Scandura[7]
[1]Florida Gulf Coast University, Fort Myers, FL, [2]Florida Gulf Coast University, Fort Myers, Florida, [3]Florida Gulf Coast University, Fort Myers, [4]University of North Florida, Jacksonville, FL, [5]Florida State University, Tallahassee, FL, [6]University of Florida, Gainesville, Florida, [7]University of Miami, Coral Gables, FL

The state of Florida recently signed into law a bill that mandates post tenure review and has had further discussions about the removal of tenure as a system all together. This conversation is also taking place across other states. This panel brings together faculty from a variety of schools, both with tenure and non-tenure models, in Florida to discuss the impact of post tenure review of the ability to both hire and maintain faculty into position in the state of Florida, but also the impacts on academic freedom, performance accountability, and diversity and inclusion in higher education.

Track 6: Organizational Behavior

Working Well with Others: Teamwork and Negotiation

8:30 AM - 9:30 AM
Citrus

Facilitator: Pol Solanelles (The University of Mississippi)

Title: Coordinating Adaptively to Succeed: How Teams Coordinate Decision Making to Balance the Flexibility and Stability Demands

Authors: **Lili Bao**[1], Mai Trinh[2]
[1]Eastern Washington University, Spokane, WA, [2]Arizona State University

Using agent-based modeling, we explore how different coordination modes relate to team adaptive performance at different team stages. We investigate the dynamic process by which teams coordinate decision making over time serve to balance the tradeoffs between flexibility and stability and change team adaptive performance. We find that the teams exclusively focusing on exploitative coordination has the short-run advantage compared to the teams on exploratory coordination, while the former significantly outperforms the latter in the long run. The ambidextrous teams that couple exploratory coordination fostering flexibility with exploitative coordination subsequently promoting stability outperform those that rely exclusively on exploratory or exploitative coordination alone. The ambidextrous coordination performs the best because it gains the benefits of exploration for novelty realized by exploratory coordination, at meanwhile achieves the benefits of integration for internal fit caused by exploitative coordination. Among the ambidextrous coordination, the elastic coordination is more appropriate to respond to high stability demands, while the reintegrated structure is more appropriate for high flexibility demands. All these functional relationships are contingent on the time scale of team tasks.

Title: The Strategic Core Team Role: Emergence, Mechanisms, and Future Research Directions

Authors: **Rakoon Piyanontalee**, Penn State University, State College, PA

Humphrey, Morgeson, & Mannor, (2009) advanced our theoretical and empirical understanding of team composition by showing how the attributes of strategic core team members exert outsized influence on team effectiveness compared to the attributes of less core members. Since then, the number of works on the strategic core has risen steadily, but the theoretical explication of the construct has remained rudimentary. Some scholars have treated the strategic core interchangeably with related concepts like social network cores, thereby potentially contributing to construct contamination. Further, what remains unexplored are the questions of how the strategic core roles come about, which team members are more or less likely to occupy these roles, and what is the mechanism underlying the strategic core's influence. Thus, the goal of this article is to: (1) extend the work of Humphrey et al. (2009) by comparing the strategic core with other related constructs, (2) present two ways in which the strategic core role can emerge, (3) use the ability-motivation-opportunity framework to explain how and why the strategic core wields outsized influence over team effectiveness, and (4) offer a series of theoretical and empirical suggestions for future research. Humphrey, Morgeson, & Mannor, (2009) advanced our theoretical and empirical understanding of team composition by showing how the attributes of strategic core team members exert outsized influence on team effectiveness compared to the attributes of less core members. Since then, the number of works on the strategic core has risen steadily, but the theoretical explication of the construct has remained rudimentary. Some

Title: Questioning Received Wisdom: Does Planning Really Affect Negotiation Outcomes?

Authors: **Edward C. Tomlinson**[1], Morgan Bagus[2], Hayden Sliger[2]
[1]West Virginia University, Morgantown, WV, [2]West Virginia University

Many "self-help" books and textbooks on negotiations state that the first step necessary for success is always to plan. Even though this advice is intuitively appealing, we find inadequate empirical evidence to establish that planning is successful in achieving an optimal negotiation outcome. We develop a conceptual model explicating the rationale for why planning should indeed affect subjective and objective negotiation outcomes. Specifically, we propose that planning will lead to a more accurate negotiation mental model. We further propose that mental models will have both direct effects on negotiation outcomes, as well as indirect effects through increased negotiator self-efficacy.

Track 4: Human Resources/Research Methods

Bias in Measurement: Exploring social desirability and common method bias in research.

9:45 AM - 10:45 AM
Sabal

Facilitator: Natalie Wilde (University of North Carolina at Charlotte)

Title: I Always Feel Like Somebody's Watchin' Me: The Effect of Attention Checks and Voyeur Warnings on Social Desirability Responding

Authors: **Natalie WIlde**[1], Emily S. Redler[2]
[1]University of North Carolina at Charlotte, Charlotte, North Carolina, [2]University of North Carolina at Charlotte, Charlotte, NC

Ensuring accurate responses in survey research is critical because incorrect answers can lead to biased or inaccurate conclusions. Insufficient effort responding (IER) and social desirability responding (SDR) are two common biases that can compromise the reliability of survey data. Researchers have developed different methods, such as attention checks and warning messages, to counteract these biases and encourage honest and accurate responses. However, these methods may have different impacts on SDR, and it is important to understand these effects to ensure valid survey research. The present study seeks to examine the impact of attention checks and warning messages on IER and SDR in an online survey with undergraduate students. Specifically, we hypothesize that increasing the number of attention checks in a survey will reduce IER but have no effect on SDR. Additionally, we predict that increasing the number of warning messages will reduce IER but increase SDR. We propose testing these hypotheses through an online experiment.

Title: Guilty Until Proven Innocent: A Defense Against Reviewer Allegations of Common Methods Bias in Monomethod Survey Research*

Authors: **Harold Doty**[1], Lacey E. Logan[2], Greg Wang[1]
[1]The University of Texas at Tyler, [2]Valparaiso University, Valparaiso, IN

Despite well over a half century of attention, the problem of common methods bias remains at the center of an active debate in the organizational literature. Concerns about this problem are sufficient that some journals, reviewers, and editors reject self-report studies out of hand. Other scholars, however, argue that while common methods bias can occur, the magnitude of this bias is rarely sufficient to invalidate the statistical conclusion validity of self-report studies. We suggest that the problem of common methods bias in monomethod studies is no more complex or threatening than the problem of random error bias. We develop a new metric incorporating common methods variance, dubbed "CMV alpha" that is conceptually parallel to Cronbach's alpha but corrects for systematic measurement error rather than random measurement error. We present a "proof of concept" empirical demonstration to show that when combined with a "synthetic marker variable," CMV alpha can be used to assess the threat of common methods bias with data already incorporated in monomethod, self-report studies. Our results suggest that our new technique holds promise and deserves additional testing. Further, our results demonstrate that correcting for random measurement error but not for systematic measurement error as sometimes occurs with structural equation modeling can introduce more bias into the literature than simply using the observed correlations with no correction for either random error or common methods error.

* Best Paper in Track

Title: Reconceptualizing Social Desirability Bias and Reconsidering Its Measurement: A Self-Presentation Theory Perspective

Authors: **Katie C. Alexander**[1], Charn P. McAllister[2], Jeremy Mackey[3], B. Parker Ellen[4], Michael Phillipich[5]
[1]Loyola University Chicago, Chicago, IL, [2]Northern Arizona University, Flagstaff, AZ, [3]Auburn University, Auburn, Alabama, [4]Mississippi State University, Mississippi State, MS, [5]Auburn University, Auburn, AL

Social desirability bias and its pernicious impact on quantitative results continue to cause concern for researchers. Despite nearly 70 years of research on social desirability, scholars have been inconsistent in their conceptualization and measurement of this troublesome phenomenon. In response to these continued concerns, we present a comprehensive review and theoretical reframing of social desirability research to bring cohesion to the fragmented extant literature. Through the introduction of self-presentation theory (Goffman, 1959), we reconceptualize social desirability as a trait and introduce its sister state-based construct, socially desirable responding. We then conduct an 11-sample measure development study generating two new content-valid measures of social desirability and socially desirable responding with strong psychometric properties. Ultimately, we enhance our collective understanding of this impactful bias plaguing the social science literatures and create actionable avenues for improving our knowledge of social desirability and socially desirable responding moving forward.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Entrepreneurial Growth and Development

9:45 AM - 10:45 AM
Jasmine

Facilitator: Gavin Williamson (University of Tennessee)

Title: A Resource Orchestration Perspective of Entrepreneurial Growth

Authors: **Ivana Milosevic**[1], Erin Bass[2]

[1]College of Charleston, Charleston, SC, [2]University of Nebraska Omaha, OMAHA, NE

The importance of having versatile resources for a firm's growth is well-established in the literature. However, lesser known is how firms deploy versatile resources to exploit growth opportunities, and how they do as they transition from one stage of growth to the next (e.g., chaotic early growth to more stable mature growth). We utilize a resource orchestration perspective and emerging insights from an inductive study to explore how one firm moved from chaotic early growth to more stable mature growth, which we call a *tipping point*. Our findings suggest that the tipping point is a discontinuous transition marked by unexpected interruptions that made the firm's existing, value-adding activities less effective. We further illustrate that to overcome the tipping point, managers must *reorchestrate* resources for growth through demarking activities that draw boundaries around the firm's resources and harmonizing activities that introduce flexible heuristics for resource leveraging. The overarching contribution of our study is a theoretical model that points to the intentional and serendipitous activities underpinning firm growth as resources are recombined to overcome the tipping point.

Title: If at first you don't succeed, try again? The relationship between persistence and new product experimentation performance across three entrepreneurial contexts

Authors: **Ryan W. Angus**[1], Matthew Barlow[2], Bill Schulze[3]
[1]West Virginia University, Morgantown, WV, [2]University of Nebraska, Lincoln, Lincoln, NE, [3]University of Utah, Salt Lake City, UT

The entrepreneurial experimentation literature assumes a positive relationship between experimental persistence and performance. This paper questions that assumption based on (1) differences between scientific and entrepreneurial experimentation which hinder the validity of information obtained from experiments and (2) behavioral barriers which limit how much an entrepreneur can expect to learn from an experiment even if it were to generate valid information. We focus our argumentation and empirical analysis on a particular type of entrepreneurial experiment—the introduction of a new product into a market. We test our conjectures in three large, longitudinal samples obtained from the Kickstarter crowdfunding platform, the Google Play mobile application store, and the movie production industry. Results from all three settings are remarkably consistent: an experimenter's first new product introduction experiment is a reliable and persistent indicator of future performance, but repeated experimentation does not appear to generate information that allows for improved future performance. Thus, this study is at odds with claims concerning the utility of experimentation in entrepreneurial settings and suggests that the entrepreneurial experimentation literature merits careful re-examination.

Title: Do Firm-Government Relationships Matter for New Product Development? The Effects of Political Instability and Quality of Governance

Authors: **Juan Carlos Morales-Solis**, West Texas A&M University, Canyon, Texas

While scholars have studied corporate political activity in several disciplines, the benefits firms derive from establishing government relationships remain an important yet understudied area of research. We aim to shed light on the effects of the top management team (TMT) political engagement on the firms' propensity to initiate imitative or innovative new product development. Building on institutional theory and resource dependence, we also examine the effects of political instability and the quality of governance in the context of emerging markets. We posit that as the institutional environment becomes politically uncertain, top managers' engagement with political actors hurts the firm's ability to initiate new product development. Likewise, as the quality of governance increases, firms are less likely to derive informational benefits from their government affiliations. We also explore that political engagement is less effective in increasing the firms' likelihood to engage in innovative new product development. We test our theory using a comprehensive sample of firms in emerging markets from 2011 to 2020. While our results support the notion that political engagement benefits firms, these effects will be contingent on the type of innovation and the institutional context facing the firms. We conclude by discussing the implications of this research for firms in lesser-developed institutional environments.

Track 6: Organizational Behavior

Managing Multiple Roles: Attachment, Conflict, and Thriving

9:45 AM - 10:45 AM
Citrus

Facilitator: Diane Lawong (University of Alabama at Birmingham)

Title: Birds of a Feather? The Impact of Couple's Work-Family Conflict (In)Congruence on Family Outcomes

Authors: **Rachel W. Smith**[1], Qi Zhang[2], Maura Mills[3], Hannah P. Stark[4]
[1]Georgia Southern University, Richmond Hill, GA, [2]Oregon State University, Corvallis, [3]University of Alabama, [4]Louisiana State University, Baton Rouge, LA

The majority of work-family research focuses on the experiences of individual employees; however, the nature of the work-family interface makes it inherently relational in both the work (e.g., co-workers) and family (e.g., spouse) domain. Drawing on a relational construal of person-environment fit, we examine whether it is more beneficial for individuals to experience congruent (i.e., similar) or incongruent (i.e., dissimilar) levels of work-family conflict (WFC) as their spouse. We utilize dyadic response surface analysis and latent moderated structural equations to examine the impact of work-family (in)congruence on family satisfaction and family performance and the moderating influence of work meaningfulness. Results suggest that for employees, incongruence of WFC was associated with increased family satisfaction and family performance. In both cases, when couples exhibited congruent levels of WFC, employees experienced greater family satisfaction and family performance when both partners were experiencing low levels of WFC. However, spouse's own WFC was the primary factor in predicting their family satisfaction and family performance. Further, work meaningfulness moderated the relationship between WFC incongruence and family performance, such that the incongruent effect of WFC on employee family performance is stronger when employees perceive high work meaningfulness, and weaker when employees perceive low work meaningfulness.

Title: Thriving and Enrichment Across Roles: Testing the Cross-Domain Thriving Model

Authors: **Shelia Hyde**[1], Julie Wayne[2], Tae Seok Yang[3], Wendy Casper[4]
[1]Texas Woman's University, Denton, TX, [2]Wake Forest University, [3]Western Illinois University, Macomb, Illinois, [4]University of Texas at Arlington

We investigate the main propositions of the cross-domain thriving (CDT) model (Hyde et al., 2022), which integrates theory on thriving at work with work-nonwork enrichment theory. We examine whether the distinct components of work-to-nonwork (W-N) and nonwork-to-work (N-W) enrichment – developmental, affective, capital, and efficiency enrichment – foster the components of thriving – learning and vitality – in the receiving role. We further examine whether the enrichment facets act as mediating mechanisms for thriving across roles. Our results show learning in a work role positively relates to W-N developmental and capital enrichment, and vitality at work positively relates to W-N affective and capital enrichment. In nonwork, learning positively relates to N-W developmental enrichment and vitality positively relates to N-W affective enrichment. In turn, N-W developmental enrichment positively relates to learning at work, and N-W affective enrichment positively relates to vitality at work. N-W developmental enrichment is a significant mediator for the nonwork learning-work learning relationship; and N-W affective enrichment significantly mediates the nonwork vitality-work vitality relationship. These findings confirm benefits for work when employees thrive outside of work and suggest organizations have reason to support employee nonwork development and energy restoration.

Title: Rooted and Bonded: Understanding positive employee outcomes of third place attachment

Authors: **Kate Zipay**[1], Sophie Pychlau[2], David Wagner[2]
[1]Purdue University, West Lafayette, Indiana, [2]University of Oregon, Eugene, Oregon

For many working adults, life centers around the engagement and demands of work and home. However, some employees have a third place—a socio-physical place at the nexus of public and personal—providing them with an unencumbered place to kick back and relax. In this paper, we explore *third place attachment*—a positive bond between an individual and a third place—and its associated benefits for working adults. We integrate research on third places with theorizing on adult attachment to build and test theory explaining how third place attachment influences positive emotions (serenity and love) that ultimately shape employees' work behaviors. We argue that third place attachment inspires more resilience at work—via greater feelings of serenity—and encourages more helping at work—via greater feelings of love. We first elucidate third places in working adults' lives in a descriptive study. Then, we test and generally find support for our theoretical predictions in a multi-wave, multi-source field study and an online experiment. We also examine the moderating role of needs fulfillment in amplifying the emotional experiences of third place attachment. Overall, we demonstrate that third place attachment provides employees with a repository of positive emotions that influence beneficial work outcomes.

Track 4: Human Resources/Research Methods

Measuring the impact of knowledge: Citations, bibliometrics, data counts and more

9:45 AM - 10:45 AM
Sawgrass

Facilitator: Misty Sabol (University of South Alabama)

Title: Citation and Research Quality: A Review of PLS-SEM in Information Systems

Authors: **Misty Sabol**[1], Bradley G. Winton[2]
[1]University of South Alabama, Mobile, AL, [2]The University of Southern Mississippi, Gulfport, MS

Addressing the limited literature focused on the quantity and quality of methodological citations within research articles, the purpose of this paper is to analyze a series of indicators of research quality used in partial least squares equation modeling (PLS-SEM) in information systems research. A comprehensive review of PLS-SEM application in three information systems journals assesses a range of criteria, including Price Index, citation counts, reasoning, and measurement/structural model metrics. For the period from 2016 to 2022, 165 articles were identified for use in this study. Results show a growing trend toward the publication of articles with low methodological rigor in regards to PLS-SEM analysis. The results also highlight stark contrasts in methodological rigor between articles

with high citation recency and frequency versus those articles labeled as low. The findings of this research point to potential shortcomings in how to apply and report analysis methods, while also emphasizing the need to increase the use of the most up-to-date methodological developments.

Title: Mapping the Literature of Resistance to Change: A Keyword Analysis
Authors: **Sean F. Gaffney**, *Western Michigan University*

A bibliometric study of the literature on resistance to change was conducted. The research, including keyword analysis and bibliographic co-occurrence, was used to develop a framework and topical map of the study area. The SCOPUS database was used to identify pertinent publications. Author-provided keywords were used in conjunction with the visualization of similarity technique to explore relationships between the documents, determine the literature's structure, and identify emerging trends in the data. Relationships were mapped using VOSViewer software, and based on link strength, eight clusters were identified. In addition, the academic disciplines that have influenced the literature were explored. Resistance to change research is multidisciplinary and growing faster than the average publication rate for research overall. The impact of journals publishing resistance to change studies is above average based on CiteScore data.

Title: Count Data Models in Strategic Management Research: A Review of Critical Issues
Authors: **Amit J. Chauradia**[1], Deepak Somaya[2]
[1]Doane University, Lincoln, NE, [2]University of Illinois

Strategic management research has become increasingly engaged in studying phenomena that are manifested as counts. This paper reviews and catalogs a set of critical issues relating to the use and interpretation of count data models in strategic management research. Across eight representative journals, we find that issues relating to distributional assumptions (*e.g.*, Poisson versus Negative Binomial distributions) are better assimilated in extant research, but research practices relating to functional (mean) specification are often not ideal. In turn, we show that these practices are consequential to the rigor and interpretation of empirical findings. By explaining these critical issues and providing recommendations to deal with each of them, we hope to facilitate the appropriate modeling and interpretation of count phenomena in future research.

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

Patients and Stakeholders: Outcomes and Experience

9:45 AM - 10:45 AM
Palm

Facilitator: Gregory Orewa (University of Texas San Antonio)

Title: Crunching the Numbers: Evaluating Nursing Home Staffing Patterns and Financial Performance Under the Patient-Driven Payment Model
Authors: **Gregory N. Orewa**[1], Robert Weech-Maldonado[2], David N. Becker[2], Sue N. Feldman[2], Ganisher Davlyatov[3], Justin Lord[4]
[1]University of Texas San Antonio, Snellville, GA, [2]University of Alabama at Birmingham, Birmingham, AL [3]University of Oklahoma Health Sciences Center, Oklahoma City, OK, [4]Louisiana State University at Shreveport, Shreveport, LA

The Centers for Medicare and Medicaid Services revised their payment method for nursing home services on October 1, 2019, to promote greater value in spending. This involved moving away from a therapist-minute-based system to a value-based approach that considers residents' clinical classification. This study employs contingency theory to investigate nursing homes response to the policy shift. Particularly, whether nursing homes are adapting their staffing patterns to align with the new policy incentives, and whether these changes have resulted in better financial performance. Seven datasets were consolidated for the periods 2017-2021, (CMS Medicare cost reports, CMS Payroll-Based Journal, CMS Nursing Home Compare, Area Health Resource File, Provider Relief Fund distribution from the U.S Department of Health and Human Services, Nursing home COVID-19 public file from Centers for Disease Control and Prevention, and COVID-19 Data Tracker from CDC). The data was modelled using fixed-effect regression, and the moderator was tested using the interaction term of staffing and PDPM. The dependent variable was operating margin, moderator variable was staffing intensity (nursing and therapy staffing) while the independent variable was PDPM. Organizational, market level and COVID-19 related variables were used as controls. Results suggest that an increase of one hour RN per 100 resident days post-PDPM is associated with a 0.01% increase in operating margin ($p<0.05$), and an increase of one hour PT per 100 resident day post-PDPM was associated with a 0.1% increase in operating margin *($p<0.001$)*. There are several policy and managerial implications from this study.

Title: Hospital Patient Experience: Exploring Shifters and Sustainers Over Time
Authors: **Sinyoung Park**[1], Hanadi Hamadi[1], Geoffrey Silvera[2], Jing Xu[1], Zhigang Xie[1]
[1]University of North Florida, Jacksonville, Florida, [2]University of Alabama at Birmingham, Birmingham, AL

Patient experience is a key factor in measuring hospital performance, and the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey tool is used to assess patient perceptions. This study aims to explore the determinants of consistently high and low-rated patient experience, as well as factors associated with positive and negative changes in patient experience over time. The American Hospital Association (AHA) annual survey and the Centers for Medicare and Medicaid Services Hospital Value-Based Purchasing (HVBP) database were used from 2014 to 2019. A total of 2,801 acute-care hospitals were included in this study. A series of multivariate logistic regressions and a generalized linear mixed model for binary responses were utilized. The results showed most hospitals did not sustain superior or inferior performance, and competition decreased the likelihood of a hospital consistently performing well. Superior performance was associated with for-profit hospitals, larger size, teaching status, and Medicaid and Medicare patient population. In contrast, smaller hospitals were three times as likely to have inferior patient experience performance as large hospitals and safety-net hospitals were less likely to be inferior performers. The findings highlight the importance of considering changes in performance over time and the need for significant organizational efforts to improve hospital performance in terms of patient experience. Our findings allow us to question the widely held belief that patient experience is a metric of differentiation and industry competition, suggesting that performance in this domain has not been utilized by most hospitals as a source of sustainable competitive advantage.

Title: Sensemaking in Nonprofit Organizations: The Impact of Mission Statement Emphasis on Financial Performance during the COVID-19 Pandemic

Authors: **Lee W. Brown**[1], Tushar R. Shah[1], Greg Bell[2]
[1]Texas Woman's University, North Richland Hills, TX, [2]University of Dallas, Dallas, TX

This study examines the relationship between mission statement language and financial performance of non-profit organizations during the COVID-19 pandemic. Drawing on Sensemaking Theory, we investigate the influence of mission statement dimensions on financial performance during the crisis. Employing fixed-effects panel regression analysis on a sample of 611 non-profit organizations, our findings reveal that a stronger emphasis on future orientation and perceptual processes in mission statements is positively related to financial performance during the pandemic, while a focus on the past is negatively related. Our study contributes to the literature on mission statements and Sensemaking Theory by emphasizing the importance of mission statement language as an indicator of organizational performance during a crisis, and by illustrating the role of mission statements in organizational sensemaking.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Roundtable #1A: Entrepreneurial Identity, Orientation, and Self-Realization

9:45 AM - 10:45 AM
Tarpon Key

Facilitator: Steven Day (North Carolina Central University)

Title: Entrepreneurial Orientation and Organizational Performance: Exploring Moderated Curvilinear Relationships

Authors: **Gang Fan**[1], Derrick D'Souza[2], Mengge Li
[1]University of Texas at El Paso, El Paso, Texas, [2]University of North Texas, Denton, Texas

Empirical investigations of the EO–firm performance relationship have typically focused on small and medium-sized ventures and have relied on survey data. Will the shape of the relationship curve hold for firms that moved past the ‘ventures’ phase? Our study investigates a sample of 11,843 small, medium, and large publicly listed firms drawn from the COMPUSTAT database. We confirm the existence of a U-shaped EO-performance relationship, and our analysis offers new evidence on the role of EO in SMEs versus large firms. Contrary to conventional wisdom, our sample of SMEs displayed lower levels of EO than large firms, and large firms were found to be five times more likely to have high rather than low levels of EO. Additionally, environmental dynamism was found to influence the U-shaped relationship. We offer a deeper understanding and new insights into the moderating role of environmental dynamism. For example, the U-shaped EO-performance curves for high and low environmental dynamism were found to intersect, contradicting prior arguments that different levels of environmental dynamism will deliver differing EO-performance relationships. Finally, this study offers evidence of the interpretive advantages of using financial proxies to reflect study variables, compared to traditional approaches like surveys.

Title: From Aspiration to Articulation: Entrepreneurial Identity Aspiration to Leadership Emergence Relationship

Authors: **Debby Osias**[1], Alexander Hamrick[2]
[1]Auburn, NC, [2]Auburn University, Auburn, Alabama

The majority of theory and research on entrepreneurial identity aspiration has concentrated on how an ‘entrepreneur possible self’ influences nascent and gestational entrepreneurial behaviors, implying that these behaviors are merely the next major step. We examine this topic from a different lens and explore other outcomes of entrepreneurial identity aspiration for employees. Drawing from possible selves and identity theory, we propose that entrepreneurial identity aspiration is associated with the emergence of leaders among employees, which will occur via an increase in their voice behaviors. More specifically, we argue for a positive indirect effect of entrepreneurial identity aspiration on emergent leadership behaviors through voice behaviors. In a quasi-experimental Study 1 (N = 602), we find support for our hypotheses and emphasize the significance of entrepreneurial identity aspiration for employees in traditional work arrangements. We discuss both theoretical and practical implications for the study, in addition to its limitations and future research directions.

Title: Is Family Important for Self-Realization in Entrepreneurship? A Study Exploring Work-Family-Balance and Eudaimonic Wellbeing
Authors: **Yi Zhang**, Oklahoma State University, Stillwater, OK

Although recognized as engines of economics, entrepreneurs, as social actors, carry a family role beyond a work role. Yet entrepreneurs' work-family balance and its effect on their eudaimonic have not been researched systematically to date. This is unlike research on traditional employees, where work-family balance has been researched as a key factor. Using data from the midlife in the US (MIDUS) study of health and well-being, we address this void by studying whether entrepreneurs' work-family balance impacts eudaimonic well-being (measured via self-realization). We further examine whether entrepreneurs' social learning behaviors (social support seeking and learning from the past) moderate the above main effect. Our results suggest that entrepreneurs' work-family-balance is a positive predictor of eudaimonic well-being, social support seeking enhances the positive effect of the family-to-work spillover on eudaimonic well-being, whereas learning from the past lowers the positive effect of the family-to-work spillover on eudaimonic well-being. But neither moderator impacts the effect of work-to-family spillover on eudaimonic well-being. Our study is thus the first to deliver evidence showing that entrepreneurs need to be studied as a separate group in management research concerned with their well-being, especially eudaimonic well-being, and that work-family balance and social learning are important factors in considering well-being.

Roundtable #1B: Technology and Media

9:45 AM - 10:45 AM
Tarpon Key

Title: A Review and Future Research Agenda for Information Systems Security Research from a Management Perspective
Authors: **Franz T. Lohrke**[1], Cynthia Frownfelter Lohrke[2]
[1]Auburn University, Auburn, Alabama, [2]Samford University, Birmingham, AL

Despite increasing managerial awareness, firms continue to incur heavy financial and reputational damage from informational systems (IS) security events like data breaches. Accordingly, we first review and synthesize 23 years of studies examining IS security events published in leading academic business journals. Our review captures the current state of knowledge of these threats from a management (as opposed to technological) perspective and details theoretical overlaps and divergences between IS security and related management research streams. We conclude by highlighting important future research opportunities for management scholars interested in examining critical IS security topics, which impact management issues ranging from how firms train front-line employees to how they strategically respond to cyberthreats.

Title: Do it for the right reasons: Motivations and consequences of engagement with entrepreneurship-related media content
Authors: **Tim L. Michaelis**[1], David Scheaf[2], Laura D'Oria[3], Michael P. Lerman[3]
[1]Geneva, IL, [2]Baylor University, Waco, Texas, [3]Iowa State University, Ames, IA

Despite widespread acknowledgement that media influences individuals, there remains little to no theorizing about why entrepreneurs consume entrepreneurship-related media and how consumption affects entrepreneurs themselves. To address this gap, we interviewed entrepreneurs and inductively developed a model which specifies learning and social comparisons as motivators for media engagement which cascades to enhanced inspiration, confidence, and motivation. We then quantitatively test the model. Together, the mixed methods approach highlights important nuances in motivation for engaging in entrepreneurial media and demonstrates that entrepreneurial-related media can have positive influences on entrepreneurial outcomes if the motivations for media engagement are proper.

Title: Gender Impact on Entrepreneurial Success: A Meta-analytical Structural Equations Analysis
Authors: **Leila Soleimani**[1], Chad Saunders[2], Hadi Fariborzi[3]
[1]Bucknell University, Lewisburg, PA, [2]University of Calgary, Calgary, [3]Mount Royal University, Calgary

Drawing on the social feminism theory and liberal feminism theory, this meta-analysis studied the effects of gender on different performance measures (financial performance, growth, survival, and satisfaction) for new ventures through the mediatory effect of hours worked, human capital levels (education level and experience level), social capital, and debt. The results, based on a meta-analysis of 69 studies with a total sample size of 51,985 new ventures, show that male entrepreneurs invest more hours in their business and have higher level of experience. Moreover, male gender was positively related to financial performance and growth directly and indirectly by influencing hours worked and experience level. Results show that female entrepreneurs are more satisfied with their businesses than male entrepreneurs, and finally our results could not establish an effect for gender on the survival of new ventures.

Roundtable #1C: New Venture Teams & Exits

9:45 AM - 10:45 AM
Tarpon Key

Title: Attractiveness of Private Firms to Potential Acquirers: Implications for Entrepreneurial Exits

Authors: **Leon Faifman**[1], Thomas G. Pittz[2], Kimberly Ellis[3]
[1]*University of Tampa, Tampa, Florida,* [2]*University of Tampa, Tampa, FL,* [3]*Florida Atlantic University, Boca Raton, FL*

This research considers what makes a private firm an attractive candidate for acquisition. In some cases, private firms are founded by entrepreneurs with the goal of being sold to a larger, more established firm and are developed accordingly. Current entrepreneurship research, however, sheds little light on this phenomenon. In studying what makes a private firm an attractive acquisition target, our results provide strong support for the relationships between attractiveness and third-party investor involvement, the target firm's industry innovativeness, and the target firm's emphasis on growth in human capital. Furthermore, the effects of an emphasis on growth in human capital were stronger when the target firm's growth in revenue was lower and when the target firm operated in a more innovative industry. Concomitantly, our findings show that the effects of an emphasis on revenue growth were stronger when the target firm operated in a less innovative industry.

Title: When's A Good Time to Leave? Examining Founders' Decisions to Stay or Quit Their Ventures

Authors: Frederik J. Riar[1], **David S. Jiang**[2], Andreas Hack[3], Franz Kellermanns[4]
[1]*University of Bern, Bern, Switzerland,* [2]*Elon University, Elon, North Carolina,* [3]*University of Bern, Switzerland,* [4]*UNC Charlotte*

We study the founder age-founder turnover intention relationship and important contingencies. Drawing on social cognitive career theory and socioemotional selectivity theory, we use a time-lagged sample of new venture founders. Our empirical results suggest that the relationship between founder age and founder turnover intention is U-shaped, indicating the relationship is initially negative before it turns positive. The relationship between founder age and founder turnover intention is moderated by family-to-business support and job satisfaction: Our empirical results show that the U-shaped relationship is less pronounced (i.e., the U-shape is flatter) for founders with stronger family-to-business support and job satisfaction.

Title: New Venture Team Conflict: A Review and Agenda for Future Research

Authors: **Bret Bradley**[1], Emily Neubert[2], Jacob Whitney[3], Lowell Busenitz[4]
[1]*University of Oklahoma, Norman, Oklahoma,* [2]*Texas Tech University,* [3]*University of Oklahoma, Norman, OK,* [4]*University of Oklahoma, Littleton, CO*

Conflict is one of the most important dynamics within teams and research on conflict in new venture teams has grown dramatically over the last 30 years. Yet despite the increased attention in the entrepreneurship literature, this research remains scattered and disorganized. This overview is organized by research on inputs and outcomes of conflict, with key themes emerging in inputs around characteristics of team members, or characteristics of the task, team, or venture. Key themes for outcomes of conflict coalesced around performance or non-performance outcomes and that task conflict was generally beneficial, while relationship conflict was always found to be detrimental in NVTs. Directions for future inquiry are provided throughout to stimulate new research and open new paths to explore conflict within new venture teams. Recent advances in the broader literature are also ripe for exploration in NVTs but have yet to be introduced such as the emerging focus on the microfoundations, multilevel modeling, and social network lens of team conflict hold significant potential to advance what we know about conflict in these unique teams and how conflict can support, and not stifle, venture success.

Roundtable #1D: Start-up Success & Sustainability

9:45 AM - 10:45 AM
Tarpon Key

Title: Strategizing for Improved Start-up Success: A Case for Leveraging Adapted Project Management Framework

Authors: **Taiwo Abraham**[1], Joo Jung[2], Sibin Wu[1]
[1]*University of Texas Rio Grande Valley, Edinburg, Texas,* [2]*The University of Texas Rio Grande Valley*

Start-up Entrepreneurship (SE) and Project Management (PM) are two fields with overlapping objectives and challenges but different resources and outcomes. The PM field has witnessed significant progress in the evolution of methodologies, standards, and frameworks, and consequently, improvement in project outcomes. Whereas in SE, entrepreneurs face a lonely journey for which standardized framework and methodologies are lacking. This paper explores the parallels and divergences of SE and PM, the transferability of PM resources to SE, and how leveraging the advancements in PM can benefit start-up entrepreneurs' pursuit of

turning ideas into reality. We argue that investigating those PM resources may provide the missing pieces of the puzzle in reducing start-up failure rate. We aim to inform entrepreneurs and stimulate cross-discipline collaboration between entrepreneurship and PM.

Title: Enhancing Green Image by Green Innovation: Roles of Corporate Environmental Policies and Knowledge Structure

Authors: Wei Sun[1], **Huanxin Liu[2]**, Danielle Dunne[3], Ying Zhang[4]

[1]Shandong University, Jinan, China, China, [2]Binghamton University, Binghamton, New York, [3]Dr., Binghamton, New York, [4]school of management, Northwestern Polytechnical University, China

Green innovation is essential for organizations to mitigate environmental impacts, address environmental pressures, and secure competitive advantages. Despite its significance, the proactive drivers and intangible outcomes of green innovation have received limited attention in existing research. This study addresses this research gap by examining the roles of corporate environmental policies and knowledge structures as proactive drivers in the relationship between green innovation and green image, an intangible outcome. Drawing on the resource-based view (RBV), we identify corporate environmental policies as a vital proactive driver of green innovation and explore the moderating effect of knowledge structures on the relationship between corporate environmental policies and green innovation. Utilizing a two-wave cross-sectional research design, data were collected from 128 senior managers (CHOs and CFOs) in the manufacturing, biopharmaceutical, information, and electronics sectors. Our findings reveal that green innovation mediates the relationship between corporate environmental policies and green image. Furthermore, the relationship between corporate environmental policies and green innovation is more robust at higher levels of knowledge structures than at lower levels. Overall, this study contributes to the green innovation literature by shedding light on the critical roles of corporate environmental policies and knowledge structures.

Title: Too Many Good Investors? Curvilinear Effect of Multiplicity of Impact Investors on Innovation and the Moderation of Impact Investment Standards

Authors: **Myeongho Park[1]**, Joyce K. Nabisaalu[2]

[1]Oklahoma State University, Stillwater, Oklahoma, [2]University of Mississippi, Oxford, MS

Impact investment is key in advancing innovation among startups pursuing financial and social/or environmental goals. However, little is known regarding the interaction of different stakeholders and a startup's innovation outcomes. Grounded in stakeholder theory, we theorize an inverted U-relationship between the numbers of impact investors and innovation of a startup, whereby beyond an optimum, a higher number of impact investors creates conflicts from divergent interests that limit innovation. Further, we propose a moderating effect of compliance with international standards that flattens the curvilinear relationship by introducing established standards for managing impact investment. We test the model using secondary data on 11,740 startups, using multinomial logistics regression. Results support our theorizing showing an inverted U-shaped relationship between the number of impact investors and the innovation of a startup and that compliance with international standards reduces the negative trend. Our study contributes to the literature on stakeholder theory and impact investment.

Track 7: Strategic Management

Roundtable #1A - Leveraging Experience

9:45 AM - 10:45 AM

Sawyer Key

Facilitator: Marko Horn (Mercer University)

Title: Organizational Memory: A Bibliometric Analysis and Literature Review

Authors: **Heloisa Aragao[1]**, Liliana Perez-Nordtvedt[2]

[1]The University of Texas at Arlington, Arlington, TX, [2]the University of Texas at Arlington

Based on a bibliometric analysis and an in-depth review of the organization studies literature, we discuss the most relevant and significant findings on organizational memory (OM) and provide a comprehensive understanding of OM's current state. Specifically, we identify the literature production of OM in different organization studies subdisciplines, the most prolific scholars, the major sources of knowledge dissemination, and find that OM research inhabits four clusters - organizational memory, collective memory, organizational forgetting, and organizational learning - that need to be integrated to advance OM research. Overall, we provide a better understanding of the OM construct, setting OM's boundaries and allowing for research in this area to advance further.

Title: The Resilience Approach to Enduring Crises

Authors: **Spencer J. Fraseur[1]**, Liliana Perez-Nordtvedt[2]

[1]University of Texas at Arlington, CLEARWATER, FL, [2]the University of Texas at Arlington

With seemingly ever-increasing crisis events, what can organizations do to combat such detrimental forces to their successful operation? In this paper, we propose that a resilience approach, which combines tenets from Just-In-Time (JIT) and Just-In-Case (JIC) approaches and resilience research findings, makes organizations more likely to withstand internal and external crises as well as regional and global ones. These practices are 1) establishing internal communication and permeable boundaries, 2) entraining the organization's activities to the external cycles in its geographic locations, 3) engaging in corporate social responsibility, 4) establishing production and headquarters in both the organization's domestic market and in main customer regions, 5) creating depth in the organization's suppliers, 6) spreading pre-positioning inventory of key parts and high demand products across the organization's locations, 7) maintaining cash reserves, 8) increasing diversity and inclusion practices, and 9) increasing collaboration with external stakeholders. By utilizing efficiency-based, effectiveness-based, and important research findings, a form of management can be reached that might prove more beneficial to modern organizations experiencing the increasing number, frequency, and adversity of crises.

Roundtable #1B - Managing Growth in Nascent and Established Firms

9:45 AM - 10:45 AM
Sawyer Key

Title: Applying a Risk-Based View of the Firm to Initial Public Offering Growth Trajectories

Authors: **Theresa Welbourne**[1], Miranda J. Welbourne Eleazar[2], Joshua V. White[3]
[1]The University of Alabama, Tuscaloosa, AL, [2]University of Iowa, Iowa City, IA, [3]University of Alabama, Trussville, AL

Initial public offerings (IPOs) provide firms with infusions of capital that facilitate growth and scaling. Despite the opportunity of an IPO, many firms fail not long after ringing the opening bell. Even if they survive, many do not grow as planned. The IPO is particularly important given that it is a milestone and imprinting event. To more fully understand post-IPO growth and its consequences, we develop a novel measure of unique post-IPO growth trajectories of a cohort of IPOs over twenty years. In addition to identifying the long-term post-IPO growth trajectories, we begin to develop a risk-based view of the firm by examining how risks associated with the resources identified by the resource-based view affect firms' likelihood to have particular types of growth trajectories. Risks are particularly important at the IPO because firms are required to disclose them to allow investors to gauge whether firms are worthy of investment and at what valuation. The identified risks are scrutinized by lawyers, accountants, and the SEC. Through our identification of long-term post-IPO growth trajectories, the risks that lead to them, and their outcomes, we contribute to the literature on entrepreneurship and growth, risk, and the resource-based view.

Title: Cracking the Code: Unraveling the Roots of Borrower Discouragement in Startups

Authors: **Burak c. Konduk**, Metropolitan State University, St Paul, MN

Fear of rejection often leads startup owners to avoid applying for much-needed credit, resulting in a phenomenon known as borrower discouragement. This widespread issue leads to underutilized lending and investment opportunities, ultimately hampering the performance of both lenders and startups, as well as the broader economy. In this study, we delve into the factors that contribute to borrower discouragement among independent startups. Utilizing the confidential and restricted-access Kauffman Firm Survey, we employ a bivariate probit selection method to analyze the data. Our findings reveal a negative correlation between owner education and work experience and borrower discouragement, while owner startup experience and minority status have a positive impact on the likelihood of this phenomenon. Interestingly, our analysis does not support the hypothesized positive effect of immigrant-owned or born-to-innovate startups on borrower discouragement. This research adds valuable insights to the growing body of literature on borrower discouragement, barriers to startup growth, entrepreneurial finance, minority entrepreneurship, immigrant entrepreneurship, and the resource-based view.

Roundtable #1C - Stakeholder Relations

9:45 AM - 10:45 AM
Sawyer Key

Title: The Paradox Of Genuine Commitment To a Stakeholder: The Role of Timing in the Relationship Between CSR and Shareholder Reaction

Authors: **Steve Kofford**, Mississippi State University, Mississippi State, MS

This paper argues that there is a paradoxical relationship between the signaling value of corporate social responsibility (CSR) and shareholder reaction. CSR most credibly signals a firm's genuine commitment to addressing a nonshareholder stakeholder's interests when it does not have a known benefit for shareholders. Yet, shareholders may ultimately benefit from CSR if the nonshareholder stakeholders to whom the CSR is directed provide valuable resources to the firm as a result of the CSR. Thus, while shareholders are likely to react negatively to CSR that signals a genuine commitment to a stakeholder when it is first implemented, they may react more favorably later, when the value of that CSR is better known. Using data on the implementation of policies benefitting lesbian, gay, bisexual, transgender, and queer (LGBTQ) stakeholders, we find that shareholders react negatively to early implementors of these polices but positively to these same firms when the value of these policies becomes more well known.

Title: Talking the Talk: The Role of CEOs' Social Media Engagement on Stakeholder Trust

Authors: **Daniel Aldave**, Auburn, Alabama

This study examines the impact of CEO's rhetoric on social media engagement and its effect on stakeholder trust and firm reputation. Drawing on impression management theory, I argue that the rhetoric displayed by leaders on social media may influence stakeholder trust, which, in turn, affects perceptions of firm reputation. My findings, based on a policy-capturing experiment involving 283 participants in the U.S., reveal that certain social media engagement behaviors are associated with stakeholder trust, and that both cognitive and affective trust positively impact perceived firm reputation. The implications for managers and opportunities for future research are also discussed.

Title: Developing a Typology of Firm's Attention to Stakeholders during Activism: The Role of the Activism Stages and Locations

Authors: Fizza Kanwal[1], **Nikki Drader[2]**
[1]University of North Texas, Denton, TX, [2]University of North Texas

Stakeholder activism puts pressure on firms to reassess their policies and practices. However, firms have limited attention resources that they can allocate to various stakeholders, especially during an episode of stakeholder activism. To shed light on how firms allocate their attention during stakeholder activism, we have developed a framework that outlines the different stages of activism (issue emergence, information dissemination and network building, and action and mobilization) and the location of triggering events (within the company, outside the company, or with no triggering event). Based on these factors, we propose different levels of attention that a company might allocate to its stakeholders (low, moderate, or high). By understanding how companies invest their attention resources in different stakeholders during stakeholder activism, we can gain a better understanding of the complex dynamics involved in attention management process.

Roundtable #1D - CEO and Top Manager Impacts

9:45 AM - 10:45 AM
Sawyer Key

Title: CEO Power Structure And CEO Compensation: A Configurational Perspective

Authors: **Peiyao Chen[1]**, Thomas Greckhamer[2]
[1]LSU, Baton Rouge, LA, [2]Louisiana State University, Baton Rouge, LA

Executive compensation is a complex topic for strategic management research. In this study, we contribute to the literature on the determinants of CEO compensation by advancing a configurational perspective that contributes to executive compensation by exploring the causal complexity and asymmetry underlying CEO compensation outcomes. Synthesizing agency theory, managerial theory, and power circulation theory, we analyze CEO compensation in a selected manufacturing industry over the period of 2010 to 2019 to investigate how configurations of ownership structure, CEO characteristics, board leadership, board characteristics, and firm-level attributes are linked to high CEO pay. Our findings highlight the multiple context-dependent paths to high executive compensation.

Title: Managing Expectations: An Examination of Non-Prototypical and Prototypical CEOs Competitive Behaviors

Authors: **Courtney Hart[1]**, Wally Ferrier[2]
[1]University of Texas at Arlington, Arlington, Texas, [2]University of Kentucky

Non-prototypical CEOs are those that possess different demographic characteristics from a target reference group. In the US, a non-prototypical CEO is not white and male. While the negative responses to non-prototypical leaders based on race and gender have been well documented, we know less on what these leaders do that may influence biased evaluations. In this manuscript we take an impression management view to examine analysts' evaluative bias (AEB) on prototypical and non-prototypical CEOs competitive aggressiveness. Specifically, we examined two attributes of Competitive Repertoire: Competitive Volume and Competitive Complexity. Using a matched sample of Fortune 500 CEOs from 2006-2012 of RavenPack action data, we found non-prototypical and prototypical CEOs do not differ in their competitive aggressiveness. However, contrary to expectations, non-prototypical CEOs do find they are evaluated more positively than prototypical CEOs when they have increased competitive aggressiveness. This research seeks to narrow the gap between how CEOs operate versus what they say to third party evaluators.

Roundtable #1E - Firm Performance Drivers

9:45 AM - 10:45 AM
Sawyer Key

Title: Effects of CEO Immigrant Status on Performance Relative to Aspirations and Problemistic Search

Authors: **Hyunjung Yoon[1]**, Robert Campbell[2], Diego Villalpando[2]
[1]Iowa State University, Ames, IA, [2]University of Nebraska, Lincoln, Lincoln, NE

Due to the ever-growing number of immigrants, scholars have taken great interest in understanding the impact of immigrant status. Despite this research interest, however, little is understood about the impact of immigrant status among corporate executives, especially CEOs. In this study, we study how CEO immigrant status may impact firm-level outcomes. Specifically, we leverage social comparison theory and immigrants' acculturation process to explain immigrants' tendency to frequently engage in social comparison. Drawing on upper echelons theory and behavioral theory of the firm, we argue that immigrant CEOs will be more attentive to performance relative to social aspirations than performance relative to historical aspirations. We predict that firms led by immigrant CEOs are more likely to engage in problemistic search following performance below social aspirations, as opposed to following performance below historical aspirations. Using a sample of CEOs of public Fortune 500 companies, we find strong support for our theory. We contribute to the literature by focusing on how individual differences of executives—CEO immigrant status—may influence their reactions to firm performance relative to aspiration levels

Title: Iron Fists or Velvet Gloves: The Effects of Board Control and Collaboration Orientations on Acquisition Intensity and Performance

Authors: **Ying Schwarte**[1], Michelle Zorn[2]
[1]Troy University, Troy, AL, [2]Auburn University, Auburn, AL

Although prior research has focused on various internal and external factors that influence firms' acquisition activities and performance, researchers have yet to examine how non-CEO board chairs' corporate governance approaches impact these outcomes. Non-CEO board chairs use distinct approaches to manage their working relationships with the CEO, which can be characterized as controlling and or collaborative in orientation. Drawing on cognitive learning theory, we posit that these differing orientations have unique effects on firms' acquisition intensity and post-acquisition performance. Using a sample of 164 distinct S&P 500 companies that completed 765 acquisitions, we find that both control and collaboration orientations lead to increased acquisition intensity. However, we find that a control orientation negatively influences performance, whereas collaboration does not influence performance. This study provides further evidence that how board chairs approach corporate governance and their working relationship with the CEO has implications for firms' strategic actions and performance.

Track 9: (PDI) Professional Development Institute

Sharing Best Practices to Develop and Deliver Effective Study Abroad Programs

9:45 AM - 10:45 AM
Bird Key

Authors: **Garry L. Adams**[1], Dan Padgett[1], Daniel Butler[1], Larry Neale[2]
[1]Auburn University, Auburn, Alabama, [2]Queensland University of Technology, Brisbane, Australia

This session will provide an interactive road map to conceptualize, develop, administer and deliver effective study abroad programs. These include traditional programs of one week to full semester programs to engage in real-time international learning across countries. The goal is for participants to leave with a better understanding of the various constituents who must be satisfied for the program to be effective and checklists to employ to guide them through the process. The session will also take a strategic orientation towards program development and execution.

Track 8: Teaching Innovations

The Power of Stakeholder Capitalism in the Classroom

9:45 AM - 10:45 AM
Glades

Title: Teaching management students the significance of business purpose, ethics, and social responsibility using stakeholder capitalism

Authors: **Shiva Nadavulakere**[1], Anushri Rawat[2]
[1]Saginaw Valley State University, Saginaw, Michigan, [2]Eastern Michigan University, Ypsilanti,, Michigan

Business school students seem to hold three intuitive beliefs - that the purpose of a business is to make money, the shareholder rights are supreme and all the value that a business generates belongs to them, and business ethics/corporate social responsibility is an oxymoron. This class exercise is designed to dispel those beliefs and offer an alternative understanding using the stakeholder capitalism theory. The exercise is administered as follows: First, the students are required to read the Financial Times newspaper article titled – Pharma chief defends 400% drug price rise as a moral requirement, and come to the class with written answers to three questions. Second, in the class the students are expected to share their opinions and critique the opinions of their classmates, while the instructor moderates the discussion. Finally, the instructor will summarize the opinions expressed and wind up the proceedings by offering three key learnings of the exercise: that profits are not the purpose of a business, shareholders are not supreme and have a duty to share the value that a business creates with all other stakeholders, and business ethics and socially responsibility are as important as any economic or financial goals of a business enterprise.

Track 6: Organizational Behavior

When Work Goes Bad: Abusive Supervision, Deviance, and Sexual Harassment

9:45 AM - 10:45 AM
Banyan

Facilitator: Mengjie Xu (Eastern Kentucky University)

Title: Psychological Feeling Recovery from Observing Abusive Supervision: Exploring Third Parties' Schadenfreude and Its Consequence*

Authors: **Mengjie Xu**[1], Orlando Richard[2]
[1]Eastern Kentucky University, Richmond, KY, [2]University of Massachusetts Amherst

This research examined how observing or witnessing abusive supervision affects third parties. Specifically, we investigated when and why third parties experience schadenfreude, a malicious feeling arising from passively seeing others' misfortunes, in response to observing their coworkers' mistreatments. Drawing on downward social comparison theory, we proposed that third parties with low sense of competence would experience schadenfreude when observing abusive supervision, and subsequently engage in counterproductive work behaviors toward individuals (CWBI). Additionally, we predicted that trait positive affect, as a dispositional factor, would buffer the negative relationship between schadenfreude and CWBI. In conclusion, this research explains why third parties experience schadenfreude, how this opportunistic joy results in CWBI, and how the detrimental effects of schadenfreude can be mitigated. Implications for future research and practice are elaborated.

* Best Doctoral Paper in Track 6

Title: Rule-Compliant Deviance: Construct and Scale Development for Malicious Compliance

Authors: **Jayci R. Pickering**[1], Lindsey Greco[2], Sherry Fu[3], Anna C. Lennard[1], Nikos Dimotakis[2]
[1]Oklahoma State University, Stillwater, OK, [2]Oklahoma State University, Stillwater, Oklahoma, [3]Colorado State University, Fort Collins, CO

A significant amount of research has been dedicated to understanding negative workplace behaviors (NWB), which are broadly positioned as behaviors which deviate from established rules and result in harm to the organization and/or its employees (Cropanzano et al., 2017; Perason et al., 2005; Spector & Fox, 2005). Relatedly, adherence to said rules is typically viewed as being advantageous and is therefore encouraged and rewarded by organizations. However, existing conceptualizations of NWB overlook the potential for in-role compliance to be harmful and/or counterintuitive. In response, we introduce the concept of malicious compliance, defined as the behavior of strictly following rules, orders, or other directives, despite knowing that this will have an unintended, negative result. More specifically, our first study applies a grounded theory approach to qualitative data involving critical incidents of malicious compliance web-scraped from an existing Reddit thread. Using this data, we aim to develop a comprehensive definition of malicious compliance, identifying primary themes and relevant motives occurring across responses. Study 2 involved developing a measure of malicious compliance; our initial set of items was distributed to a sample of academics for expert review, the results of which are presented below. While NWB behavior is typically positioned as a violation of rules, we believe our results advance the literature by illustrating the potential for deviance in the form of compliance.

Title: Pretty and Powerful? Explicating the Roles of Attractiveness, Agency, and Power in Sexual Harassment

Authors: **Jessica Kirk**[1], Stefanie K. Johnson[2], Traci Sitzmann[3], David F. Arena[4], Ksenia Keplinger[5], Charles A. Pierce[6]
[1]University of Memphis, MEMPHIS, TN, [2]University of Colorado-Boulder, [3]University of Colorado Denver, Denver, Colorado, [4]University of Texas, Arlington, Memphis, Tennessee, [5]Max Planck Institute for Intelligent Systems, Germany, [6]University of Memphis, Cordova, TN

Sexual harassment is customarily depicted as men using their power to take advantage of women. We develop a theoretical perspective that women's power over men underlies sexual harassment and test our theory from the perspective of men who engage in sexual harassment. We call into question the assumption that women are sexually harassed because they lack power and propose instead that sexual harassment is rooted in men's insecurity and women's perceived power. A series of experiments support the assertion that men's perceptions of women's power underlie the sexual harassment of attractive and agentic women. The results suggest that men perceive attractive and agentic women as more powerful than less attractive and less agentic women, and men's perceptions of women's power explain their sexual harassment. The effect of men's perceptions of women's power on sexual harassment is exacerbated by men's social status insecurity; men's perceptions of women's power have a more positive effect on sexual harassment among men high in social status insecurity.

Track 3: Organization Theory/ Int'l Management / Management History

Making the Intangibles Count: Time, Artificial Intelligence, and Firm-Specific Assets

11:00 AM - 12:00 PM
Sabal

Facilitator: Stacey Kessler (Kennesaw State University)

Title: The Biological Basis of Cyclical Time Perception: Towards A Better Understanding of Subjective Time

Authors: **Stacey Kessler**[1], Yitzhak Fried[2]
[1]Kennesaw State University, Kennesaw, GA, [2]Texas Tech University

The subjective experience of time and its effects have recently gained increased attention in the organizational studies literature. Although researchers have made great strides to understand how individuals perceive time and react to it, our theorizing is incomplete without the inclusion of individual biological processes. Accordingly, we attempt to further increase our knowledge and understanding of the subjective time perspective by focusing on the effect of biological cycles on the subjective experience of time. Our contribution to the literature is three-fold. First, we demonstrate how the inclusion of biological rhythms (i.e., cycles) can enhance our understanding of the nature of subjective time. Second, we discuss how biological rhythms underlying individual differences in energy cycles (i.e., chronotype) can impact employees' behaviors at work. Finally, and perhaps most importantly, we take a sensemaking perspective to understand how alignment/misalignment between biological cycles and work cycles affects individuals' psychological reactions (e.g., level of emotional distress and the perception of time movement), associated with job performance and health outcomes. By understanding the alignment/misalignment process between biological cycles and work schedules, employees and leaders alike can focus on increasing alignment and reducing misalignment, thereby increasing employees' positive work experiences.

Title: Developing Firm-Specificity: Enhancing the Value of Stars by the Hollywood Studios

Authors: **Stefan Maric**[1], Jamal Shamsie[2]
[1]Michigan State University, East Lansing, MI, [2]Michigan State University, East Lansing, Michigan

Although firm-specificity of human capital has been recognized as a valuable resource, little attention has been given to how it is developed. Most research has focused on incentives that a firm can give to its employees to develop firm-specificity, given that it constrains their mobility. Few studies have investigated how it is developed among employees or the firm's role in its development. In this paper, we show that firms develop firm-specificity in its employees by assigning them as much as possible to task or projects on which it can provide them with considerable support. Furthermore, firms assign them to work with managers with whom they may have the best chance of learning about the firm's practices.

Title: When AI Joins Your Firm: Artificial Intelligence Adoption in the Workplace

Authors: **Vidhi Jain**[1], Niken putri[2]
[1]University of North Texas, Denton, TX, [2]university of north Texas, Denton, Texas

Firms have not been able to fully realize Artificial Intelligence's (AI) potential capabilities to improve operations, because managers overlook the need to fundamentally redesign work to reap the benefits of human-AI interactions in the work environment. Drawing upon institutional theory, we propose that the adoption of AI depends on balancing the market logic and well-being logic. This study provides a framework of what strategic choices firms can make in their work design using internal factors such as managerial cognition, structure, skills, strategic actions, and external factors like industry munificence and industry stability to adopt AI. Furthermore, this paper provides insights into how firms can establish a secure environment for the integration of AI into their systems using communication like employee-friendly discourse.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Positioning & Categories

11:00 AM - 12:00 PM
Jasmine

Facilitator: Kris Irwin (Old Dominion University)

Title: Re-Individuating the Organization: Optimal Distinctiveness of New Ventures in Stigmatized Categories

Authors: **Duygu Phillips**[1], Matthew w. Rutherford[2], Howland Redding[3], Kipp A. Krukowski[4]
[1]University of Delaware, Middletown, Delaware, [2]Oklahoma State University, Stillwater, Oklahoma, [3]University of Delaware, Newark, Delaware, [4]Colorado State University

Stigma can be destructive for new organizations. Drawing upon optimal distinctiveness theory and entrepreneurial framing literature, we suggest that new ventures in stigmatized categories can survive and even thrive by distancing themselves from the category. Using a novel dataset and content analysis techniques, we theorize and empirically test a moderated mediation model. Our results suggest that while organizational stigma harms firm performance, new ventures can mitigate the liabilities of the stigmatized category using framing strategies to emphasize their differentiation.

Title: Two regimes: New ventures' product commercialization strategy and competition for technologies
Authors: **Yiying Zhu**, Montclair State University

Innovation processes involve both upstream and downstream activities. Yet, existing research has focused primarily on the role of upstream technologies in downstream product development. In this study, I propose that new ventures' commercialization strategy may also affect upstream competition for the underlying technologies (i.e., higher patent litigation risk). In particular, due to the regulatory emphasis on the effectiveness of new products when granting quicker approval, a new venture may disclose information about the functional equivalence between its new product and existing offerings. This strategy, while facilitating regulatory review, may render a venture's technologies seemingly less unique (i.e., technology equivalence) and susceptible to patent infringement accusations. I provide a theoretical account to explain this unanticipated consequence in the commercialization process by drawing from innovation appropriation literature and propose strategies that may help new ventures mitigate the litigation risk, leveraging a novel dataset in the medical device industry.

Title: A Cognitive Analysis of Positioning a New Venture
Authors: **Devin S. Burnell**[1], Greg Fisher[2]
[1]*Indiana University, Bloomington, IN,* [2]*Indiana University, Kelley School of Business, Bloomington, Indiana*

Entrepreneurs seek to reconcile the competing tensions of conformity to established institutions and competitive advantage from differentiation through achieving optimal distinctiveness. This research, however, has yet to explain how entrepreneurs think about the strategic position of their ventures. Understanding these cognitive processes is important given that resources and performance benefits that result from this strategic balance. In this research, we aim to reveal the internal cognitive processes that successful entrepreneurs use when thinking through positioning their ventures. Findings from verbal protocol analysis suggests entrepreneurs use two macro-cognitive dimensions when positioning a new venture: (1) competitive sensemaking and (2) new venture positioning. We also find experts and novices differ in the cognitive strategies used to position a new venture: experts tend to attend more to customers than competitors, position their ventures with multiple competing beliefs, and are more likely to express doubt in their positions than are novice entrepreneurs. Using these insights, we propose a grounded cognitive process model of optimal distinctiveness thinking. We contribute to the literature on the origins of optimal distinctiveness, the cognitive perspective of entrepreneurship, and the emerging literature on entrepreneurial theorizing.

Track 6: Organizational Behavior

Roundtable #2A - Work Attitudes and More

11:00 AM - 12:00 PM
Tarpon Key

Facilitator: Ran Bi (Texas Tech University)

Title: Well Intended, Yet Unintended: Empowering Turnover Intention in Organization Crises
Authors: **April E. Mondy**[1], Alli Forrester[2]
[1]*Delta State University, Cleveland, Mississippi,* [2]*University of South Alabama, Fort Worth, TX*

After the height of the COVID-19 pandemic, the storefronts of America displayed desperate pleas for employment in the form of "Now Hiring" signs posted on widows and marquees. COVID-19 eradicated the structure of the organization and manifested significant challenges within the workforce, some brewing and some new. The pandemic created hardship and uncertainty for American workers and caused them to reevaluate how they view their jobs as many are no longer willing to stay and quit. The "great resignation" posed a significant challenge for organizational leaders and escalated the need for addressing the role of leadership in employee turnover, especially during a crisis. As many practitioner outlets championed empowering leadership during the pandemic by encouraging organizational leaders to give their employees more autonomy, this paper explores the unintended adverse effects of empowering leadership during a crisis. We explore the relationship between an organizational crisis and employee turnover intention via employee job stress. We also explore the effect of empowering leadership on employee job stress and how an employee's trait can influence the relationship. We posit core self-evaluation as the employee trait that moderates the relationship between empowering leadership and employee job stress.

Title: Organizational Changes, Work Engagement, and Quiet Quitting: The Moderating Roles of Organizational, Job, and Personal Characteristics
Authors: **Juan Ling**[1], Jay I. Chok[2], Weiqi Zhang[3]

[1]Georgia College & State University, Milledgeville, Georgia, [2]Keck Graduate Institute, [3]Suffolk University

Change has become a constant theme in the world where all organizations face new challenges and opportunities that require them to constantly adapt and evolve. The COVID-19 pandemic highlighted the importance of organizational agility and adaptability in the face of challenges and uncertainties. A recent Gallup poll revealed that most workers in the U.S. workforce are either quiet quitting or highly disengaged. The aim of this study is to investigate how organizations can increase work engagement and decrease quiet quitting and disengagement during organizational changes. Drawing on a survey on 252 employees in different companies, we find that the organizational changes such as higher demand for competence, improved results monitoring, increased informal communication, and job redesign increased the chances of improvement in work engagement. Furthermore, organizational, job, and personal characteristics moderated the relationships between organizational changes and the probabilities of work engagement, quiet quitting, and high disengagement. Practical implications and suggestions for future research are discussed.

Title: Introducing a Two-Dimensional Model of Risk Preference

Authors: **Ronald F. Piccolo**[1], Beth Livingston[2], Ava Savino[3]
[1]University of Central Florida, Orlando, Florida, [2]University of Iowa, Iowa City, IA, [3]Webb School of Knoxville, Knoxville, TN

By conducting a series of complementary studies, we seek to establish a parsimonious measure of risk preference that acknowledges how the concept is context dependent. We review existing measures of risk propensity and preference, then introduce a two-factor model that differentiates between risk in one's personal life and in one's professional life. A two-factor model was replicated in multiple studies as each subscale demonstrated differential relationships with known correlates of risk, and differential predictive utility of both hypothetical and actual risk behaviors. Suggestions for future research are provided.

Roundtable #2B - Affect and Stress at Work

11:00 AM - 12:00 PM
Tarpon Key

Title: Emotional Labor and Passive Deep Acting: An Exploration of Emotional Labor Efforts of Older Workers

Authors: **Lillis M. Prati**[1], Joy H. Karriker[1], Kent K. Alipour[1]
[1]East Carolina University, Greenville, NC

This article compares age differences in the performance of emotional labor and related outcomes. We contend that younger individuals are more likely to engage in surface and active deep acting than older individuals. Accordingly, we explore whether the emotional expression of older individuals tends to be more authentic, presented in the form of passive deep acting, and we evaluate attitudinal outcomes (i.e., job satisfaction, organizational commitment) related to these intervening emotional display efforts. While results did not show a positive association between age and the use of passive deep acting, findings did indicate that surface acting has a negative effect on job satisfaction and organizational commitment, and active deep acting has a positive effect on organizational commitment. Discussion of future research to refine our understanding and measurement of passive deep acting and implications for practice conclude the article.

Title: Wilting under the spotlight: the darling effect and its influence on career performance

Authors: **Patrick F. McKay**[1], Kent K. Alipour[1], Joy H. Karriker[1]
[1]East Carolina University, Greenville, NC

We introduce the 'darling effect' as a potential explanation for high-ability individuals who fail to achieve predicted greatness and explicate how the mere conferral of darling status may render darlings, compared to high-flyers (i.e., high-performing individuals who are less prone to the social conferral of high-success expectations), less able to respond effectively to adversity. We examined the darling effect on task performance and long- and short-term career performance across two real-world contexts, professional boxing and the PGA Tour. Further, we considered darling status's effects under conditions of adversity and scrutiny. Status and resilience theories inform our extension from the sports world to the management realm, and resulting implications that darling status, and its attendant threat of status loss in adverse situations, undermine career success.

Title: Ready to Work When Your Life is on the Line: The Role of Death Anxiety and Responsibility

Authors: **Eric Rant**[1], Jessica Greenwald[2]
[1]St. Ambrose University, Bettendorf, IA, [2]St. Ambrose University, Davenport, Iowa

Situations where employees feel their lives are on the line occur regularly for medical, military, police, and fire employees. During COVID-19, such feelings also occurred for the average (essential) worker who kept showing up for work at the height of the COVID-19 pandemic. This research explores the relationship between work-related death anxiety and responsibility on the outcomes of employee engagement and turnover intentions. I propose that higher responsibility weakens the negative effect of work-related death anxiety on job engagement and weakens the positive effect of work-related death anxiety on intentions to quit.

Roundtable #2C - Extra-role Behaviors at Work

11:00 AM - 12:00 PM
Tarpon Key

Title: Monkey See, Monkey Don't?: When Social Influence for CWB Leads to Group Disidentification

Authors: **Victoria R. Creed**[1], Lindsey Greco[1], Seth Smart[1]
[1]*Oklahoma State University, Stillwater, Oklahoma*

Building on social identity theory and normative group processes, this study examines the role that group social pressure has in predicting group disidentification and related outcomes. In a time-lagged study of 148 graduating college students, we identify group processes that influence group *dis*identification for newcomers, namely the interaction of coworker counterproductive work behavior (CWB) and peer pressure to engage in CWB. We then measure the influence that group disidentification has on ostracism (by the group toward the newcomer) and helping (to the group by the newcomer). We found that pressure to engage in CWB moderates the relationship between coworker CWB and group disidentification such that the effect is strongest when peer pressure is high. In addition, group disidentification was positively related to ostracism by group members and negatively related to helping to peers. We also found that disidentification was not related to the newcomer's own levels of CWB. Theoretical and practical implications of group processes and disidentification are discussed.

Title: Employee see, Employee do. or Employee don't? Unpacking when and why employees mimic (or don't) coworkers' helping behavior

Authors: **Young Eun Lee**, Florida State University, Tallahassee, Florida

The literature on helping behaviors has focused on the helping episodes as a dyadic event. Yet, some third-party individuals may be witnessing the event without being directly involved in it. Thus, the study draws from social learning theory and social exchange theory to suggest that observers of helping behavior would subsequently engage in citizenship behaviors. In contrast, the study also draws from moral licensing theory and social loafing theory to suggest that observers of helping behavior would be less likely to subsequently engage in citizenship behaviors. The current study conducts a competitive test of these theories to find out if observers are affected by the observed event, and if so, which mechanism would be the cause. The current study used a field study that collected two surveys two weeks apart, and showed support for the positive relationship between observation of helping and enactment of citizenship behavior through helping self-efficacy. The results of this study show that observers of helping behavior are influenced by what they observed, and thus bringing focus to an important group of individuals who have long been neglected in the helping literature.

Title: Toxic Workplace Relationships: Understanding the Social Construction that Allows Toxicity to Thrive

Authors: **Maureen Wetzel**[1], Rebecca Trotter[2]
[1]*University of Dallas, Dallas, Texas,* [2]*University of Dallas, North Richland Hills, TX*

Leadership is a process that involves the complex interaction of leader attributes, follower traits, and the context within which the relationship of the leader and follower are embedded. In this paper we utilize this process-based perspective to investigate a specific form of the leadership process: the abusive bully leader. We utilize the elements of the toxic triangle that is formed when dark leaders, submissive followers, and a conducive environment interact to create an abusive relationship between a leader and his or her followers. We will argue that the toxic triangle provides the ingredients for the negotiated roles formed through a grant-claim process that ultimately creates a climate of fear. We conclude with a discussion of the implications for future research.

Roundtable #2D - The Dark Side of OB

11:00 AM - 12:00 PM
Tarpon Key

Title: Personality, perceptions of organizational politics and behavior through the lens of protection-motivation theory

Authors: **Aamna Khan**[1], Richa Chaudhary[2], Mantasha Firzoz[3]
[1]*Indian Institute of Technology Patna, Patna, Bihar, India,* [2]*Indian Institute of Technology, Patna, India, Patna, Bihar, India,* [3]*Goa Institute of Management India, Panjim, Goa, India*

In the present research, we develop a process model that posits perceived organizational politics (POP) serves as a mediating mechanism in the relationship of self-focused and self-presentation personality traits with instigated incivility and organizational citizenship behavior toward individual (OCBI). Through a quantitative study on a sample of 706 employees, we found that narcissism, Machiavellianism, and self-monitoring have a positive indirect effect on instigated incivility as well as OCBI through POP, while CSE affects instigated incivility and OCBI negatively via POP. Our theory and empirical evidence provide novel and useful insights into the complex relationships among personality, perceptions, and behavioral reactions of employees in the workplace. It also advances our understanding of the antecedents and consequences of POP. Implications of these findings, strengths, limitations, and directions for future research are discussed.

Title: Social Undermining as Social Influence

Authors: Jason Kautz[1], **Jieun Park**[2]
[1]University of Texas at Dallas, [2]Drake University, Des Monies, IA

Social undermining is a unique form of deviant behavior in the workplace as it involves the shaping of third-party witness perceptions of the target to do harm, rather than directly harming the target. Despite this, the current social undermining literature has yet to explicitly explore the witness' role in social undermining. We integrate theory and research on social influence and emotions to develop a framework of social undermining as a form of social influence. This framework allows for the exploration of the witness' sense-making process following a social undermining event. Given this framework, we explore the social undermining event, the emotions of the witness, and the witness' subsequent perceptions and behaviors toward the victim and the underminer. We utilize a critical incident recall task to explore the social influence factors that shape the witness' response to social undermining (n = 100). We find that witness' experience feelings of contempt, anger, and fear following a social undermining event. Feelings of contempt promote negative perceptions of victim trustworthiness and encourage behaviors designed to harm the victim. Feelings of anger encourage retaliatory behaviors toward underminer. Feelings of fear encourage behaviors designed to harm the victim. Implications for social undermining research are discussed.

Title: Psychological Entitlement, Revisited: Validation of a Theory-Driven Measure of Psychological Entitlement

Authors: **Richard S. Reed**, University of Colorado - Leeds School of Business, Boulder, CO

Psychological Entitlement has been called a "curse potentially affecting a wide range of individuals" (Campbell, Bonacci, Shelton, Exline, & Bushman, 2004:30), a "pressing managerial challenge" (Tomlinson, 2012:67), "particularly salient" (Fisk, 2010:102), and reaching levels that "border on bizarre" (Harvey & Dasborough, 2015:460). Despite academics having access to a well-validated measure in the Psychological Entitlement Scale (PES) for almost two decades, a general consensus remains that the nomological network of entitlement remains tangled (Jordan, Ramsay, & Westerlaken, 2017; Harvey & Dasborough, 2015). This paper proposes a new theory, where psychological entitlement is comprised of three dimensions: optimistic expectations, self-serving attributions, and entitled victimization. Relevant research is reviewed, and a new measure of psychological entitlement is validated. The Measure of Psychological Entitlement (MPE), and its subscales, converge with the PES. The MPE's subscales, however, each provide unique predictive ability, sometimes at odds with each other, creating a more nuanced understanding of entitlement. Content analysis is also used to assess sufficiency and found to be moderate to very strong. Using confirmatory factor analysis, results support three factors loading onto a higher order factor, and the scales are found to be internally consistent. Implications are discussed, as are limitations and future directions.

Roundtable #2E - Cognition and Knowledge Transfer

11:00 AM - 12:00 PM
Tarpon Key

Title: Knowledge and Urgency When Facing Threat: Toward an Information Processing Theory of Safety Engagement

Authors: **David L. McLain**, SUNY at Oswego, Oswego, NY

Research regarding an individual's response to occupational safety threats has mainly focused on cognitive factors such as training, culture, and leadership, while underrepresenting affective factors such as the proximity and intensity of a threatening situation. This paper proposes the córas aitheantais-córas gaireachta (CA-CG) theory of safety engagement, drawn from the safety and neuroscience literatures, to offer both a more comprehensive but parsimonious framework for understanding responses to threat. According to CA-CG theory, an individual's response to a threat is the result of the interaction between analytical and affective processing of threat information. The CA system describes threats and determines appropriate responses by drawing on study, observation, and experience, while the CG system heightens alertness and concern by processing the seriousness and proximity of threats. Together, these systems prioritize safety relative to competing work demands and predict the individual's reaction to threat.

Title: Team Cognition-Based and Affect-Based Trust Effects on InGdividual Complex Task Performance Depend on Ambiguity Tolerance

Authors: **Megan L. Endres**[1], Sanjib Chowdhury[2], Morgan Milner[1]
[1]Eastern Michigan University, Ypsilanti, Michigan, [2]Eastern Michigan University, YPSILANTI, MI

Research shows that intrateam trust can give teams a strategic advantage, but it is usually assumed that each team member benefits similarly. In complex tasks, team-level trust may affect individual performance differently depending on individual-level tolerance of ambiguity (TA). We studied 157 subjects in 34 teams and found that when controlling for pre-task self-efficacy, TA was an important factor in determining whether team affect-based trust or team cognition-based trust was most beneficial to individual performance of a complex task. Specifically, higher team cognition-based trust positively affected the individual performance of all subjects, but benefited those with high TA significantly more than those with low TA. Higher team affect-based trust increased the individual performance of low TA subjects, but decreased that of high TA subjects. A discussion of findings and suggestions for future research are provided.

Title: Re-Thinking Aggregate Construct: Exploring The Validity With Two Examples

Authors: **Angela T. Schwartz**[1], Lisa Schurer Lambert[1], Natasha A. Poularikas[1], Abbey A. Davis[1]
[1]*Oklahoma State University, Stillwater, Oklahoma*

Procedures for evaluating construct validity of the relationships between reflective facets and their reflective indicators have been well documented and are readily used. Our paper investigates recommended methods for assessing the construct validity of aggregate multidimensional constructs, particularly emphasizing the formative relationship between the facets and the aggregate construct. We apply four recommended criteria from methodological sources to evaluate the construct validity of two examples of aggregate multidimensional constructs, specifically job satisfaction and servant leadership aggregate scales. Our findings raise questions about the construct validity of these two measures suggesting that the relationship between the facets and the aggregate global construct may be tenuous. The results of studies utilizing these constructs may not be clearly interpretable.

Track 4: Human Resources/Research Methods

Should I Stay or Should I Go? Exploring Organizational and Job level indicators of Turnover

11:00 AM - 12:00 PM
Sawgrass

Facilitator: Yin Yu (NEOMA Business School)

Title: Stability-Instability Paradox: Curvilinear Relationship between Representation of Women and Collective Turnover with Its Contingencies

Authors: **Yin Yu**[1], Yin Lee[2]
[1]*NEOMA Business School, Rouen, France,* [2]*Ajou University, South Korea*

This article heeds the call for attention to collective turnover as a potential outcome to representation of women in the workplace. Although representation of women can be considered as a job embeddedness signal, it is often associated with intended and actual turnover of both women and men based on past research on tokenism and self-categorization theory. We resolve the contradiction via proposing a curvilinear relationship between representation of women and collective turnover. Specially, when representation of token women ranges from low to medium, it is positively associated with collective turnover. However, when representation of women reaches certain tipping point and ranges from medium to high, it is negatively associated with collective turnover. The proposed curvilinear relationship between representation of women and collective turnover is bounded in the manufacturing sector. High involvement work practices, as indicators of human resource management investments, attenuate the proposed curvilinear relationship between representation of women and collective turnover. We test the hypotheses using panel data of 692 South Korean firms over 10 years from 2007 to 2017. Our estimation shows that when representation of women exceeds 40%, it is more likely to attain the critical mass to be negatively associated with collective turnover. The tipping point of representation of women specific to the manufacturing sector is likely to be around 30%. As predicted, high involvement work practices attenuate the proposed curvilinear relationship between representation of women and collective turnover. Implications for future research and practices are discussed.

Title: Develop to Impress? Examining how Developmental Job Challenges Influence Impression Management and Turnover Intention*

Authors: **Siyi Tao**[1], Andrew Millin[2], Hock-Peng Sin[2], Wei Wu[3]
[1]*University of Illinois Chicago, Chicago, Illinois,* [2]*Florida International University, Miami, FL,* [3]*武汉大学经济与管理学院, 武汉市, 湖北省, China*

Previous studies recognized the potential costs of Developmental Job Challenges (DJCs) from on-the-job learning, such as learning new skills might lead to exhaustion and unpleasant feelings, there is a dearth of knowledge about potential interpersonal costs of DJCs given that DJCs are highly visible and desirable. From the Conservation of Resources (COR) theory, we point out that as DJCs increase, the concerns for impress others at work also increase since DJCs require the employee to carry out the influence and status. Moreover, we propose the impression management concerns burden employees at work lead to higher intentions to leave the organization depending on their perceived career opportunities. Our results support that more DJCs lead to more impression management concerns hence employees are more likely to leave the organization. Greater career opportunities help mitigate the effect of impression management concerns on turnover intention. We discuss theoretical contributions for scholars and practical implications for managers in how they can better benefit from DJCs.

* Best Doctoral Paper in Track

Title: Dark Triad and Competitive Climate's Effect on Team Orientation and Employee Turnover

Authors: **Matt Huml**[1], Minjung Kim[2], Wayne Black[3], Elizabeth Taylor[4]

[1]University of Cincinnati, Cincinnati, Ohio, [2]Texas A&M University, [3]University of Cincinnati, [4]Temple University

Maintaining team cohesion can be a difficult task for organizations. Having toxic employees, such as those with Dark Triad traits, or an overly competitive climate within the workplace, could negatively affect team dynamics but has been understudied. The purpose of this study was to examine the effect of colleagues and workplace competition on team dynamics and employee turnover. Specifically, we examined the relationship between Dark Triad characteristics of colleagues on team orientation and employee turnover. Additionally, we examined the relationship between competitive psychological climate on team orientation. We used the context of college sport employees (n = 2,296), an industry that is established for a competitive environment and demanding expectations for their employees, as our target population. While performing structural equation modeling (SEM), our results show that employee perceptions of colleagues possessing traits of Machiavellianism, psychopathy, and narcissism led to reduced team orientation from participants. We also found that employee perceptions of colleagues possessing Dark Triad traits significantly increased the participants' turnover intentions. Lastly, we found a significant and negative relationship between competitive psychological climate and team orientation. The priority of individual goals for those with Dark Triad traits likely erodes the trust and cohesion (team orientation), therefore highlighting the needs of removing Dark Triad employees from team settings and the organization. These findings also emphasize the importance of regulating the organization's competitiveness to remain supportive but not all-consuming.

Track 3: Organization Theory/ Int'l Management / Management History

Stakeholder Engagement and Grand Challenges

11:00 AM - 12:00 PM
Palm

Facilitator: Nataliia Yakushko (The University of Tennessee)

Title: Engaging the Unengaged: Bridging the Relational Void for Stakeholder Participation
Authors: **Erin Bass**, University of Nebraska Omaha, OMAHA, NE

The ability to appropriately identify and interact with diverse stakeholders is one of the key determinants of a firm's performance. The key assumption of stakeholder theory is that stakeholders are engaged and actively participate in the firm's activities. Our paper problematizes this assumption by pointing to a subset of stakeholders who are unwilling or unable to engage with the firm. We term these *unengaged stakeholders* and theorize the conditions that isolate these stakeholders from the firm, thus preventing their participation. When stakeholders are unengaged, the firm must build mutuality--the space between them and the stakeholders--that is conducive to relational repair. A key mechanism in this process is reflexive learning embedded in mindful questioning of one entity's engagement with the other. Our overarching contribution is a theoretical model that depicts why relational voids emerge between a firm and stakeholders and how voids can be bridged to facilitate stakeholder participation.

Title: Walking The Talk: Organizational Sustainability Commitment and Grand Challenges Rhetoric Alignment
Authors: **Azucena Grady**[1], Ronald Mitchell[2]
[1]Texas Tech University, Lubbock, TX, [2]Texas Tech University

In this theory paper we explore the extent to which the commitment of organizations to sustainability is impacted by the rhetoric alignment to grand challenges that is embedded in communications from such organizations. In addition, we examine how the values of employees as a moderator influence the strength of this relationship. Drawing from sensemaking and enactment, we argue that focal organizations interpret and take action based on the alignment of rhetoric related to sustainable development—specifically, the United Nations sustainable development goals—that is communicated by these organizations. Using sensemaking and enactment theory we develop a theoretical model that further explains the role of rhetoric and employee values on the degree of commitment of organizations to sustainability. The contributions of this paper relate to the engagement of organizations in initiatives that contribute to sustainability; sensemaking and enactment research related to sustainable development, and organizational rhetoric related to grand challenges. Based on this theorizing we propose potential avenues for future research which encompass various topics such as rhetoric, digital technologies, and organizational contexts, among others.

Title: Digital Materiality and Issue Field Dynamics: Social Media Use During the 2022 Jackson Mississippi Water Crisis
Authors: **Daniel J. Davis**[1], Tammy E. Beck[2], Bryan M. Wang[2]
[1]University of South Carolina Upstate, KANNAPOLIS, NC, [2]University of Nebraska-Lincoln

Scholarship across various institutional contexts suggests that social media affords users opportunities to disrupt the routine functioning of institutional issue fields. Users of social media may exploit various emergent digital features along with manipulating affective responses to online content in their effort to undermine and erode the structural underpinnings of issue fields. Yet, we know little about how social media engenders institutional dynamics, such as disruption. More broadly, we lack an understanding of the dynamic movement of institutional issue fields. To address these gaps, we collect social media content following the 2022 water crisis in Jackson, Mississippi, which left residents without reliable access to safe drinking water. We draw on social media data from Twitter and Instagram and collect content posted between August 24, 2022 through September 30, 2022. We use topic models to understand how users' discourse changed during the water crisis. This study contributes to our understanding of how social media shapes field-level institutional structures.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

The Digital Domain & Crowdfunding

11:00 AM - 12:00 PM
Glades

Facilitator: Yolanda Christophe (Morgan State University)

Title: Zero to One: A conceptual exploration of the entrepreneurial mindset in the digital domain
Authors: **Xaver Neumeyer**, University of New Mexico, Albuquerque, New Mexico

As digital technologies continue to grow in significance within entrepreneurial processes and outcomes, there remains a limited amount of research on the effects of digitalization on individual-level entrepreneurial factors. This study specifically addresses the need for further exploration of the entrepreneurial mindset in a digital context. A review of the literature reveals that while the core principles of entrepreneurial thinking and action persist in the digital era, aspects unique to digitalization such as digital literacy, abductive reasoning, and technostress impact the cognitive, behavioral, and emotional dimensions of the entrepreneurial mindset. Building on these findings, we establish a theoretical groundwork for future research and offer valuable insights for entrepreneurial practice.

Title: Do linguistic styles hold across contexts? Replicating and extending crowdfunding success in university-based crowdfunding platforms
Authors: **Nick Johnson**[1], Fizza Kanwal[1], Nikki Drader[2], Jeremy Short[3], Marcus Wolfe[4], Jeffrey Chandler[4]
[1]University of North Texas, Denton, TX, [2]University of North Texas, [3]University of North Texas, Norman, ok, [4]University of North Texas, Denton, Texas

University-based crowdfunding platforms provide an opportunity to generate funds for various campaigns benefiting specific student groups and projects, often without earmarks from other university budgets. Although research has explored how linguistic styles impact crowdfunding performance in rewards- and social-based contexts, little is known about their role in university-based platforms where the audience is more likely to be current students, their families, and alumni. To advance knowledge in this growing aspect of entrepreneurial resource seeking, we examined 649 campaigns from 75 U.S. universities and found that five out of 16 original findings replicated or partially replicated in the university-based crowdfunding context.

Track 6: Organizational Behavior

The Struggle is Real: Negative Interpersonal Workplace Phenomena

11:00 AM - 12:00 PM
Banyan

Facilitator: Ryan Musselman (Virginia Tech)

Title: Objective or Subjective? How the Stress Process Influences Emotional Exhaustion
Authors: **Amy Bartels**[1], Melissa Chamberlin[2], Brandon Fogel[1], Suzanne Peterson[3], Marcie LePine[3]
[1]University of Nebraska-Lincoln, Lincoln, NE, [2]Iowa State University, Ames, IA, [3]Arizona State University, Tempe, AZ

Research has emphasized the importance of job demands and appraisals within the stress process, yet much of the research focuses on the outcomes of job demands and assumes similar relationships between appraisals and such outcomes. We argue that the objective nature of job demands and the subjective nature of the appraisal process indicate that outcomes may not always be the same, particularly when focusing on emotional exhaustion as a key outcome. In this study, we imbue the transactional theory of stress with the lens of subjective time to understand how and when appraisals impact emotional exhaustion. In Study 1, we use an experimental design and find that appraisals have explanatory power beyond job demands with regards to emotional exhaustion such that, unlike challenge demands, challenge appraisals are negatively related to emotional exhaustion and hindrance appraisals are positively related to emotional exhaustion. In Study 2, we use a 10-day experience sampling methodology study of 160 employees, to replicate our findings from Study 1 while exploring key mechanisms (affective states) and a key boundary condition (communication with one's leader regarding daily appraisals). We find that challenge appraisals are negatively related to daily emotional exhaustion through both increased positive affect and decreased negative affect and these effects are strengthened with higher levels of leader communication. We also find that hindrance appraisals are positively related to daily emotional exhaustion through increased negative affect but only when leader communication is at higher levels.

Title: Workplace Loneliness: Relationships with Abstract Entities as Substitutes for Peer Relationships

Authors: **Madison LaBella**[1], Daan van Knippenberg[2]
[1]Drexel University, Berwyn, PA, [2]Rice University, Houston, TX

Workplace loneliness is an epidemic in the US and a serious problem in organizations. The solution may seem obvious: create high-quality interpersonal relationships. Employees, however, are not guaranteed to establish such relationships for a multitude of reasons. This raises the question: are there influences that would buffer against loneliness even in the absence of high-quality interpersonal relationships? Addressing this issue, we propose that understanding loneliness in the workplace requires looking beyond one's relationships with people to consider other key elements of work life, such as an employee's relationship with their work and the organization. We hypothesize that work centrality and organizational identification substitute for high-quality relationships with peers (conceptualized as team-member exchange, TMX). In a survey separating predictor variables and loneliness in time, we find that TMX is negatively associated with workplace loneliness and that work centrality acts as a substitute for TMX. Organizational identification does not substitute for TMX, and this finding is discussed. This paper contributes to the nascent body of work on workplace loneliness by investigating what factors contribute to workplace loneliness and whether relationships with abstract entities can provide a bond sufficient to substitute for interpersonal relationships.

Title: Four decades of workplace victimization and trauma research: From prevalence to COVID-19

Authors: **Kristina Kelley**[1], Katie Matt[1], Katherine Clyde[1], Madelynn Stackhouse[1], Susan Szasz[1]
[1]University of North Carolina at Greensboro, Greensboro, NC

As workplaces slowly move to recovery from the collective traumatic event of Covid-19, it is timely and important to better understand the current state of research on psychological trauma in work contexts. We provide a state-of-the-science review of 1,726 peer-reviewed empirical publications on workplace psychological trauma, with the aim of providing a conceptual framework and foundation for future scholarship. We focus our review on research from 1980 to the present in work settings, starting the chronology when the psychological community (APA, 1980) recognized psychological trauma. We provide a historical overview of the research trends over five time periods (the 80s, 90s, 00s, 10s, and current era) to understand the change in research trends over time, highlighting the main areas of investigation and gaps in the literature. Notably, despite the large body of work on the subject, most research on psychological trauma in work contexts is industry-specific and siloed in different fields (among nurses, police officers, sex workers, etc.). Drawing from our analysis of the state of the literature, we provide clarity on the concept of workplace psychological trauma. We also offer an integrative model to synthesize the literature and provide a roadmap for future management scholarship. Implications and research recommendations are discussed.

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

You're the Top: Leadership Outcomes under Pressure

11:00 AM - 12:00 PM
Citrus

Facilitator: Guoliang Jiang (Carleton University)

Title: Discounting Diversity While In Pursuit of Diversity: TMT Composition Effects on Executive Compensation and Turnover

Authors: **Cameron J. Borgholthaus**[1], Christina Carnes[2], Nikos Dimotakis[3], Chris Tuggle[4]
[1]Southern Illinois University - Edwardsville, Edwardsville, IL, [2]Indiana University, Bloomington, Indiana, [3]Oklahoma State University, Stillwater, Oklahoma, [4]University of Central Arkansas, Conway, AR

Despite there being a significant amount of practical and academic interest regarding the absence of gender diversity among top management teams (TMTs), the conditions under which it is most prevalent and why it persists remain poorly understood. We use abductive reasoning to propose a link between gender homogeneity in team composition and pay disparity in TMTs, investigating this relationship and its effects. Applying a multilevel compositional technique, we find that team composition associates with pay disparity, but that these effects are contingent on CEO gender. This pay disparity, in turn, triggers higher turnover rates, providing support for one explanation as of why a lack of gender diversity persists in TMTs. Finally, we discuss theoretical implications of team compositional effects on TMT compensation and turnover.

Title: Bias against Asians in Perception of Leader Effectiveness

Authors: **Lei Wang**[1], JORGE GONZALEZ[2]
[1]Edinburg, Texas, [2]University of Texas, Rio Grande Valley, Edinburg, Texas

We examine the role power dynamics in leader-follower interactions play on bias related to perceived leader effectiveness against Asian Americans. Implementing a video vignette methodology, we examined perceptions of supervisor effectiveness using subordinate interactions with supervisors from distinct racial/ethnic demographics. We depicted two distinct conditions, with the subordinates displaying different levels of resistant behaviors. We collected a sample of 203 responses from a diverse respondent pool. We conducted a series of regression analyses to test the effects of supervisor racial and gender backgrounds on perceived leader effectiveness and how such effects vary across scenarios of different levels of subordinate resistant behaviors. The study results showed that female supervisors and Asian supervisors (particularly female Asian supervisors) handling resistant subordinates received significantly lower ratings than supervisors from other racial/ethnic backgrounds in the same situation. Our research findings show that power struggles from resistant followers are related to the presence of a negative bias against Asians' leadership effectiveness. This finding highlights the nature of a power-based leader-follower relationship as well as the "weak" and "powerless" stereotypes about Asians, which previously had been neglected in research on diversity, equity and inclusion.

Title: Better Governance or Greater Legitimacy? Examining the Impact of Transnational Pressures on Female Board Appointments

Authors: **Guoliang F. Jiang**[1], Yang Yang[2], Shige Makino[3]
[1]Carleton University, Ottawa, ON, [2]Rowan University, Glassboro, NJ, [3]Kyoto University, Kyoto, Japan

The existing literature on board gender diversity suggests that firms tend to appoint women under the pressure to either improve governance effectiveness or to gain social legitimacy. Yet, potential differences in the effects of governance- and legitimacy-oriented pressures have received limited attention. This study aims to provide some theoretical clarity to the extant literature by distinguishing and contrasting these two types of pressures with a focus on transnational antecedents to female board appointments. Drawing on corporate governance and international business literature, we propose that both foreign institutional ownership in a firm and the firm's operational exposure to host-country legislative changes regarding board gender composition will be positively associated with the likelihood of female board appointments. We further argue that firms will be more likely to engage in symbolic management when facing the pressure to obtain legitimacy than that to enhance corporate governance. As a result, tokenism will be more pronounced in board appointment decisions in response to host-country quota laws than to foreign institutional ownership. Our analysis of female board appointments by Japanese public firms from 2005 to 2019 largely supports these predictions. This study not only provides new and practically relevant insights to the literature on board gender diversity, but also has implications for research on corporate governance and decoupling more broadly.

Track Chair Luncheon - Invitation Only

12:00 PM - 1:00 PM
Blue Heron

For existing (2023) and appointed (2024) track chairs.

Track 8: Teaching Innovations

Artificial Intelligence in the Classroom

1:30 PM - 2:45 PM
Sabal

Title: GPT as Educational (and engagement) transformers

Authors: John Burr[1], **Jackie Jacobs**[2], Brian Stevens[3]
[1]Purdue University, West Lafayette, IN, [2]University of Tennessee, Knoxville, Tennessee, [3]University of Tennessee, Knoxville, Knoxville, TN

The use of ChatGPT in educational settings has raised concerns about plagiarism and short-cuts, but it also presents opportunities to enhance student engagement and critical thinking skills. Using Bloom's taxonomy as a lens, we examine how ChatGPT impacts the three highest order educational goals: create, evaluate, and analyze. We provide examples that illustrate how these tools can be used in a variety of educational settings to enhance student engagement and critical thinking skills. Instructors can use ChatGPT to gamify content creation, stimulate higher-order thought, and flip the classroom. They can also use ChatGPT to stimulate evaluation and debate, create multiple-choice questions, and analyze information. ChatGPT can improve student efficiency, increase their critical thinking skills and engage learners. In this session we will provide live demonstrations of how embracing ChatGPT in the classroom will result in creative, challenging, and relevant assignments that will equip students with cutting-edge technology skills and a competitive advantage on the job market. With mounting evidence that these tools are here to stay, the challenge for educators is to proactively embrace technology to reap the benefits instead of trying to fight a potentially losing battle.

Track 9: (PDI) Professional Development Institute

Current Approaches to Analyzing Panel Data

1:30 PM - 2:45 PM
Snowy Egret

Presenter: Michael Withers, Texas A&M University

Panel data is a form of longitudinal data that has both a cross-sectional dimension and time-series dimension. This type of data is increasingly used by organizational scholars to test theorized relationships. Panel data allows researchers to track changes in individual units over time and to analyze the effects of various independent variables on these changes. Several techniques are used to analyze panel data. Some rely on approaches that use only within-firm variance, while others rely on approaches that use both within- and between-firm variance. The former approach is referred to as fixed effects, while the latter is called random effects. Fixed effects models are used to account for all time-invariant factors that may affect the dependent variable, while random effects models allow for the estimation of both time-invariant and time-varying factors. The between-within (hybrid) model seeks to capture the benefits of both random and fixed effects models by including both variance types in the model. In this session, the advantages and disadvantages of panel data will be discussed, along with the theoretical issues related to its use. The focus will be on exploring the most popular ways to analyze panel data, with an emphasis on fixed and random effects models. Finally, the between-within (hybrid) model will be examined, which combines the strengths of both types of models to provide a more comprehensive analysis of panel data.

Track 8: Teaching Innovations

Experiential Learning for Undergraduates

1:30 PM - 2:45 PM
Palm

Title: MODELING MANAGEMENT: EXPERIENTIAL LEARNING IN THE INTRODUCTION TO MANAGEMENT COURSE

Authors: **Carrie Belsito**, Sam Houston State University, Huntsville, TX

As compared to students in other business/major-specific discipline courses, students in Introduction to Management (IM) courses are unique in that they often consist of students from non-business related majors who have had limited exposure to basic management concepts. For example, IM courses often include students with disciplinary backgrounds in pre-med, engineering, agricultural business, and others. When introducing management models and concepts to these students, instructors face a unique challenge to design in-class exercises and activities that allow all students, no matter their discipline, to better understand and apply the models and concepts they cover. This submission outlines an in-class activity based upon experiential learning that I have utilized in my face-to-face IM courses. The experiential nature of this exercise has been conducted with many sections of IM students at multiple universities and is always well received by students.

Track 9: (PDI) Professional Development Institute

Getting Access to Field Data: How to Build Long-term Research Relationships with Organizations

1:30 PM - 2:45 PM
Bird Key

Authors: **G. James Lemoine**, SUNY - University at Buffalo, Getzville, NY

Organizational researchers generally receive training on many aspects of the research process, but resources to better build relationships with organizations and obtain field data are limited. In this interactive workshop, participants will learn how to build effective long-term research relationships with organizational partners, with an emphasis on building 'win-win' research programs that make management excited to be involved. We will build a framework of actionable steps for establishing relationships and getting started with data collection, and create action plans and role-play organizational communications. Participants will receive several resources, including templates for organizational messages, survey invitations, and results presentations.

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

Hello...: Communication or Constraint?

1:30 PM - 2:45 PM
Citrus

Facilitator: Francisco Moreno Gonzalez (Louisiana State University)

Title: Picture-perfect workers: Social media as a window into the motherhood penalty in career outcomes*

Authors: **Jiyoon Park**[1], Maria Kraimer[2], Patrick Downes[3], Jerry Liu[4]
[1]Rutgers University, Highland Park, NJ, [2]Rutgers University, Piscataway, NJ, [3]U of Kansas, Lawrence, KS, [4]Rutgers University, Highland Park, New Jersey

While there has been escalating interest in the impact of social media on employee outcomes, there is little research on how supervisors play a role in it. To fill this gap, this study investigated the effect of employees' social media posts on their promotability ratings through supervisors' perceptions of the employees' work-life conflict. By using a survey experiment with Facebook post mockups of a fictitious employee, we examined how respondents, who were asked to perform the role of the supervisor, evaluated the employee's work-life conflict and promotability depending on how the employee presented their hobbies, parental status, and gender on Facebook. The findings from 306 respondents show that employee's post of a hobby that depicts resource depletion, compared to a post depicting the employee being energized by the hobby, is negatively related to promotability ratings via supervisor's perceived work-life conflict of the employee. This effect was moderated by employee's gender and parental status in that, the negative effect of a resource-depleting hobby post on promotability was most salient for female employees with no indication of children.

* Best Paper in Track

Title: Sharing Insights or Blowing Smoke: Implications of Volubility and Social Class in Groups

Authors: **Amanda S. Patel**[1], Clarissa R. Steele[2], Gregory Beaver[1]
[1]Suffolk University, Boston, MA, [2]Kansas State University

Little research has investigated the processes associated with volubility, or the amount of talking, within groups. Furthermore, scholars have yet to fully consider the impact of social class on group processes. As such, we lack theoretical and practical understanding of the pathways through which volubility impacts group effectiveness, and whether or not social class influences those pathways. Such a lack of understanding is unfortunate as we may be missing important mechanisms and boundary conditions underlying group processes. To enhance our understanding, we conducted two studies in voluntary boards of community health centers that serve underrepresented patient populations in the United States. We first conducted a qualitative pilot study to consider how the lower social class of the patients influences volubility processes. Building on our first study, we designed a two-wave survey to test the pathways through which volubility influences board effectiveness, and how the inclusion of members from varying social classes influences those processes. Results of two studies demonstrate both positive and negative pathways through which volubility influences group effectiveness. Furthermore, our results suggest that greater representation of individuals belonging to the lower social class can mitigate the negative pathway through which volubility influences group effectiveness.

Title: Email as The "Great Equalizer"? A Qualitative Investigation of How Email Marginalizes Individuals at Work

Authors: **Francisco J. Moreno Gonzalez**[1], Bailey Bigelow[2], Michael Johnson[2]
[1]Louisiana State University, Baton Rouge, Louisiana, [2]Louisiana State University, Baton Rouge, LA

Email is one of the most common tools used in the workplace—yet is it helping or hindering employees? Though it has been considered to be a "great equalizer" in the workplace, many employees must spend extra time, energy, and effort on considering or revising their emails to be perceived in a certain light. In the current paper, we question whether the experience of sending emails might create additional issues for already marginalized individuals by requiring them to manage their differences from norms when sending emails. To understand this phenomenon, we use a qualitative method and an inductive theorizing approach to understand the experience of sending emails in the workplace. We interviewed 22 employed individuals from diverse backgrounds and develop a theoretical framework representing a four-stage process. Our model includes 1) email norms, 2) divergence from norms/stereotypes, 3) managing divergence, and 4) outcomes. Our results indicate that employees from marginalized groups may spend more time and effort in sending emails to meet standardized norms (explaining when and why they might do this), taking away from their ability to be productive on other work tasks. Additionally, this process leads to other outcomes such as stress and emotional exhaustion. Overall, we find that email may not be as beneficial for all in the workplace, but rather may work as a mechanism through which marginalized individuals are further hindered.

Track 8: Teaching Innovations

Leadership User Manual Experiential Exercise

1:30 PM - 2:45 PM
Jasmine

Title: Leadership User Manuals as an Experiential Exercise in MBA Courses

Authors: **Alexandra Dunn**[1], Haley Woznyj[2]
[1]University of Mary Washington, Fredericksburg, VA, [2]Longwood University, Henrico, VA

We describe a semester-long assignment used in leadership and organizational behavior MBA courses. Leadership User Manuals have become an exciting and unique way to allow for honest self-evaluation and introspection. They help coworkers get to know the individual, understand and share work preferences, and build trust among team members. While the authors use the same assignment, they implement the assignment differently depending on class size and format. This gives unique perspectives on how other instructors can implement the assignment in their own classrooms. All assignments leading up to creating the final manual will be explained (e.g., self-assessments, simulations, and feedback given). Qualitative comments are used to support the efficacy of the assignment and include themes of self-reflection, learning, and applicability. After completing the project, students report not only understanding themselves better as leaders but also report using the manuals in their daily interactions at work. We conclude with lessons learned and future recommendations for the reader's own implementation.

Track 8: Teaching Innovations

Leveraging Puzzles to Teach Organization

1:30 PM - 2:45 PM
Sawgrass

Title: The Puzzle of Managerial Responsibilities, Roles, and Levels*

Authors: **Jose A. Cerecedo Lopez**, The University of Texas at San Antonio, San Antonio, TX

Student engagement is the degree of curiosity, passion, and commitment shown by students and leads them to learn more about the topics discussed in class. Through an in-person experiential learning activity focused on giving students different managerial responsibilities that require different skills; students interact in teams and as a whole class in order to achieve a joint objective. This activity provides an experience and creates a nice setting to discuss and analyze foundational content for any business course around what managers do, what are they responsibilities, and how they influence organizational work. The theoretical content for this exercise is based on a free and open educational textbook provided by OpenStax, any educator and student can easily access the theoretical content and use it in the classroom.

* Best Doctoral Paper in Track

Track 9: (PDI) Professional Development Institute

Reducing the Influence of Method Variance throughout the Research Process

1:30 PM - 2:45 PM
Royal Tern

Title: Reducing the Influence of Method Variance throughout the Research Process

Authors: **Marcia J. Simmering**[1], Elizabeth Ragland[2], Abdulah M. Bajaba[3]
[1]Louisiana Tech University, Ruston, LA, [2]University of Louisiana at Monroe, Monroe, LA, [3]Colorado Mesa University, Ruston, LA

This professional development workshop is a hands-on practical approach to dealing with common method variance (CMV) before collecting data, during analysis, and during the journal review process. Beginning with an overview of the research on method variance, we then review the types of variables and research designs that are most susceptible to CMV. We then summarize the evidence as to the efficacy of a priori and post hoc prevention and detection methods. We then demonstrate how researchers can detect CMV with the CFA Marker Technique (Williams, Hartman, & Cavazotte, 2010) using both AMOS and R.

Track 8: Teaching Innovation

Teaching Students Innovation

1:30 PM - 2:45 PM
Glades

Title: Teaching Innovation For Resilience through Creative Problem Solving

Authors: **Dana M. Sendziol**[1], Tim Basadur[2]
[1]Concordia University Wisconsin-Ann Arbor, Cape Coral, Florida, [2]Basadur Applied Innovation, Burlington, ON

Creative problem solving is considered to be amongst the most important skills and abilities sought by employers (World Economic Forum, 2020). The global coronavirus pandemic has only made the need more acute (Microsoft, 2021; Smith, C., Silverstone, Y., Whittall, N., Shaw, D., McMillan, K., 2021). The pressure on faculty in higher education institutions, especially those in management disciplines, to develop the creative and innovative thinking capacities of students is increasing, yet currently the challenge has largely not been met (Papleontiou-Louca, Varnava-Marouchou, Mihai, Konis, 2014; Sternberg, 2015). We introduce in this paper a pedagogical model and approach to teaching creative problem solving that is highly experiential, personal to students, and that builds valuable skills and capabilities. We use an important social health issue, personal resilience, as the content source to which the creative problem solving process and skills are applied. Using a scientifically validated creative problem-solving process and related skills and tools (Basadur, Graen and Green, 1982), as well as principles of personal resilience (Hoopes, 2017) in aligning these constructs, we describe how university instructors can give their students the opportunity to engage in a real-time personal problem solving experience built upon the power of questioning in building enhanced creativity as well as in exploring resilience capacity.

Track 9: (PDI) Professional Development Institute

Women in Management: Challenges and Strategies for Enduring and Thriving in Academia

1:30 PM - 2:45 PM
Long Key

Title: Women in Management: Challenges and Strategies for Enduring and Thriving in Academia

Presenters: **Bailey Bigelow**[1], Nitya Chawla[2], Lauren R. Locklear[3], Elizabeth Karam[5], Priyanka Dwivedi[6], Jennifer Sexton[8], Sharon B. Sheridan[9], Lauren Simon[10], Kate Zipay[11]

[1]Louisiana State University, Baton Rouge, LA, [2]Texas A&M University, College Station, TX, [3]Texas Tech University, Lubbock, Texas, [5]James Madison University, [6]Texas A&M University, [8]Mississippi State University, [9]Clemson University, Piedmont, SC, [10]University of Arkansas, Fayetteville, AR, [11]Purdue University, West Lafayette, Indiana

As in organizational life, there are gender inequalities prevalent in academia. Women in the field of management face unique challenges in navigating their career–including gender biases, balancing work-home demands, and developing informal networks with other female academics. As such, this session draws on the knowledge and experiences of expert panelists, followed by roundtable breakouts where participants can engage in discussions with their peers on various important topics. This session encourages scholars from all areas of management at any stage of their career to come together to develop community and informal networks and to engage in knowledge sharing and support.

Track 9: (PDI) Professional Development Institute

Tipping in the Workplace: A Live Podcast with experts and local restauranters featuring a discussion on the business and student engagement aspects of Podcasts

1:30 PM - 4:30 PM
Sawyer Key

Title: Tipping in the Workplace: A Live Podcast with experts and local restauranters featuring a discussion on the business and student engagement aspects of Podcasts

Authors: **Robyn Brouer**[1], Frank C. Butler[2], Paul Harvey[4], WM Michael Lynn[5]

[1]University of South Alabama, Mobile, New York, [2]The University of Tennessee at Chattanooga, Chattanooga, TN, [4]University of New Hampshire, Durham, NH, [5]Cornell University, Ithica, New York

We propose that a live, interactive podcast, broadcast on-sight with a research expert on tipping and local restauranteurs will appeal to a wide range of SMA conference attendees. The creators of the podcast ("The Busyness Paradox") will lead a discussion of several controversial, yet rarely researched in management, topics in this domain. These include the overall pros and cons of tipping, the growing pressure for tipping at low-service establishments, and the paradoxical challenges faced by businesses who attempt to replace tipping with higher wages. Following this discussion, the business of podcasting, and its potential for student engagement will be discussed.

Café SMA Snack Break

2:45 PM - 3:15 PM
Banyan Breezeway

Track 9: (PDI) Professional Development Institute

Getting on Board with SMA: Everything You Need to Know About Volunteering

3:15 PM - 4:30 PM
Royal Tern

Join SMA Board Members Melissa Carsten and Lex Smith-Washington as they discuss the pathways to volunteering with SMA. Whether you are interested in working the check-in desk or running for a leadership position, this PDI will discuss the election processes, timelines, commitments and job duties of our numerous volunteer positions. SMA is amazing because of the people who volunteer. We would love for you to join us and 'get on board.'

Facilitator: Melissa Carsten (Winthrop University) and Alexis Smith Washington (Oklahoma State University)

Track 9: (PDI) Professional Development Institute

Making a Contribution: A Conversation with SMA Fellows

3:15 PM - 4:30 PM
Long Key

Title: Making a Contribution

Authors: **Bruce Lamont**[1], James Combs[2], Neal M. Ashkanasy[3], Claudia Cogliser[5], Micki Kacmar[6], Wayne Hochwarter[1], Lisa Schurer Lambert[7], Robert Ford[8], Allen Amason[9], Lucy Gilson[10]

[1]Florida State University, Tallahassee, FL, [2]University of Central Florida, [3]University of Queensland, Brisbane, QLD, Australia, [5]Texas Tech University, Lubbock, TX, [6]University of South Alabama, Lakewood Ranch, Florida, [7]Oklahoma State University, Stillwater, Oklahoma, [8]UCF & Crummer School at Rollins College, Orlando, Fl, [9]Georgia Southern University, Statesboro, GA, [10]University of New Hampshire, Durham, NH

The SMA Fellows will cover a variety of ways to make a contribution in our profession. Jim Combs and Bruce Lamont will lead the session on making a theoretical contribution in empirical research. Other Fellows will discuss making contributions through theory testing, measurement scale development, doctoral student development, impactful administration, using virtual teams, broader contributions to society, and more.

Track 9: (PDI) Professional Development Institute

Meet the Editors - JOM and JOMSR

3:15 PM - 4:30 PM
Bird Key

We are excited to offer a session with our editorial teams from both the Journal of Management (JOM) and the Journal of Management Scientific Reports (JOMSR). Please join Cindy Devers (EIC JOM) and Maria Kraimer (EIC JOMSR) as they discuss how and why our SMA journals play key roles in advancing science in the field of management. They will be joined by several of their editorial team members in what is sure to be an engaging and insightful session. Come meet the editors and learn more about the future for JOM and JOMSR.

Track 9: (PDI) Professional Development Institute

Improving as an Educator and Teaching Idea Exchange

3:15 PM - 4:30 PM
Tarpon Key

Title: Improving as an Educator and Teaching Idea Exchange

Authors: **Aaron D. Hill**[1], Ryan Greenbaum[2], Robert E. Davis[3], Matt Bowler[3], Joel F. Bolton[4], Alex J. Scrimpshire[4], Paul Johnson[5], Sam Holloway[6], Kaitlyn DeGhetto[7], Jarrod H. Humphrey[8], Tracy Suter[9], Neil M. Tocher[10], Benjamin D. McLarty[11], Jeanine P. Porck[12], Laura D'Oria[13], Patricia A. Lanier[14], Matthew w. rutherford[15], Laci M. Lyons[16], John Harris[17], R. Gabrielle Swab[18], Lance Frazier[19], Zachary A. Russell[20], Josh Daspit[21], Kenneth Mawritz[22], Meagan Baskin[23], Nathan S. Hartman[24], Mickey Smith[25], Lauren Grant[26], Abbey A. Davis[3], Angela Miles[28], Jennifer M. Collins[29], Millicent Nelson[30], Matrecia James[31], Bart Debicki[32], Bahareh Javadizadeh[33] *[1]University of Florida, Gainesville, Florida, [2]Rutgers University, Piscataway, NJ, [3]Oklahoma State University, Stillwater, OK, [4]University of Southern Mississippi, Hattiesburg, MS, [5]University of Mississippi, [6]University of Portland, Portland, OR, [7]University of Dayton, Dayton, Ohio, [8]University of Florida, Gainesville, FL, [9]University of Central Arkansas, [10]Idaho State university, Pocatello, ID, [11]Rowan University, [12]OSU - Stillwater, Stillwater, OK, [13]Iowa State University, Ames, IA, [14]University of Louisiana, Lafayette, Youngsville, LA, [15]Oklahoma State University, Stillwater, Oklahoma, [16]University of Central Arkansas, Conway, Arkansas, [17]Georgia Southern University, Statesboro, GA, [18]Georgia Southern University, Baltimore, MD, [19]Creighton University, Omaha, Nebraska, [20]Xavier University, Cincinnati, OH, [21]Texas State University, San Marcos, Texas, [22]Lehigh University, Bethlehem, PA, [23]Florida Gulf Coast University, Fort Myers, FL, [24]Illinois State University, Normal, Illinois, [25]University of South Alabama, [26]University of Florida, [27]Normal, IL, [28]North Carolina Central University, Durham, NC, [29]Florida A & M University, Quincy, Florida, [30]Middle Tennessee State University, Murfreesboro, Tennessee, [31]St Bonaventure University, [32]Towson University, Towson, [33]San Francisco State University, San Francisco, CA*

The Teaching PDI is designed to allow attendees to share ideas regarding pedagogical approaches and delivery methods, as well as interact with others who are currently implementing various methods in their own classes. Interested individuals can explore flipped and hybrid classrooms, engagement methods using new classroom technologies, and best practices for online learning environments, among other topics.

SMA Business Meeting

5:30 PM - 6:30 PM
Island Ballroom

SMA Presidential and Hunt SOSA Award Reception

6:30 PM - 8:00 PM
The Pavilion

Late Night SMA - Improv

8:00 PM - 9:30 PM
Tarpon Key

Continuing SMA's most dubious tradition, the Southern Management Association Super Academic Comedy Improv Exhibition/Competition spotlights two teams competing in improvisational sketch comedy (limited to PG-13) inspired by the lives of faculty and doctoral students. The audience will be involved in creating scenarios for our players and will vote for the winners. Please join us after the awards reception to cheer on your favorite team!

Facilitator: G. James Lemoine (SUNY - University at Buffalo)

Late Night SMA - Board Game Room

8:00 PM - 10:30 PM
Banyan Breezeway

Memorial Beach Run
7:00 AM - 8:00 AM
South Beach Lawn

Come out and commemorate SMA members who have passed in our inaugural Beach Run, a run/walk 5k.

Networking Coffee Break
8:00 AM - 8:30 AM
Banyan Breezeway

Come network with other SMA attendees over coffee

SMA Exhibitors
8:00 AM - 4:00 PM
Banyan Breezeway

Conference Registration and Solutions Desk
8:00 AM - 5:15 PM
Grand Palm Colonnade

Childcare - Pre-registration Required
8:00 AM - 8:00 PM
Coral

Track 7: Strategic Management
Corporate Power Play: Navigating the Challenges of Antitrust Litigation, Sociopolitical Activism and Media Perception
8:30 AM - 9:30 AM
Palm

Facilitator: William Ritchie (James Madison University)

Title: Competitors' Responses to Employee-Related Antitrust Litigation*
Authors: **Boshuo Li**[1], Philipp Meyer-Doyle[2], Wei Shi[1]
[1]University of Miami, Coral Gables, FL, [2]INSEAD, Singapore

Firms that engage in no-poaching or wage-fixing agreements to appropriate more value from their employees are increasingly being litigated. We explore the implications of such employee-related antitrust litigation on the direct competitors of the perpetrator firms. We find that the treatment of employees deteriorates at the competitors of litigated firms following such litigation. This suggests that these competitors behave opportunistically by reducing their employee-related expenses to appropriate more value from their employees, presumably since it is now easier for these firms to attract and retain employees. Our finding is robust to different ways of identifying competitors and different measures of employee treatment. We also highlight important boundary conditions of this effect. Our study advances strategic human capital literature by documenting an unintended spillover effect of employee-related antitrust litigation.

* Best Paper in Track 7

Title: How firms mitigate the potential political risk of corporate sociopolitical activism
Authors: Michael Nalick[1], Scott Kuban[2], Matthew Josefy[3], M Chin[3], **Ronei Leonel**[4]
[1]University of Memphis, [2]Tulane University, [3]Indiana University, [4]Salisbury University, Salisbury, MD

When firms engage in controversial sociopolitical issues, their activism may satisfy some stakeholders but alienate others. In this paper, we develop theory to explain how firms recognize such engagement as a mixed gamble, in which there are both expected gains and potential losses. We develop a baseline expectation that firms will act to mitigate loss by engaging in political hedging, which we define as the act of shifting political support towards politicians that are expected to be aggrieved by the activism. We then outline three conditions under which this action would be more or less likely, specifically the extent to which there is legislative certainty regarding the specific sociopolitical issue in a firm's headquarter state, degree of regulation in the firm's primary industry, and the expressed motivation for the firm's activism. To test these hypotheses, we examine S&P 500 firms following their expression of support for same-sex marriage and evaluate changes in their contributions to political candidates. The evidence from our study supports the broad notion that firms may broadcast a public position on an issue, while, perhaps less visibly, also taking steps to indicate support to actors on the other side of a partisan debate.

Title: CSR Through the Eyes of the Media: How CSR Type, OVO Rhetoric, and Media Bias Influence Media Tone

Authors: **Alanna Hirshman**[1], Olga Bruyaka[2], Déborah Philippe[3]
[1]Texas Tech University, Lubbock, TX, [2]West Virginia University, Morgantown, WV, [3]University of Lausanne, Switzerland

Research suggests firms' irresponsible actions often gain negative media coverage, but do firms' good doings gain positive press? In this paper, we integrate signaling theory with sensemaking and sensegiving literatures to study the CSR-media tone relationship. Using unique data on 526 CSR initiatives conducted by oil and gas companies between 2015 and 2018, we find that the media write more positively about firms' environmental, rather than social, CSR initiatives. Moreover, the virtue rhetoric firms' use in CSR announcements amplify this effect up to a point when immediate media coverage is considered, while the media's liberal (conservative) bias attenuates (amplifies) this effect when extended media coverage is considered. Our paper shifts signaling research towards studying signal receivers by recognizing their heterogeneous nature and exploring receivers' interpretations of different signals.

Track 9: (PDI) Professional Development Institute

Crowdfunding Research Workshop and Panel Symposium

8:30 AM - 9:30 AM
Snowy Egret

Title: Crowdfunding Research Workshop and Panel Symposium

Authors: **Thomas H. Allison**[1], Aaron Anglin[2], Benjamin D. McLarty[3], Shane Reid[4], Stella Seyb[5]
[1]TCU, Fort Worth, Texas, [2]Texas Christian University, Fort Worth, TX, [3]Rowan University, [4]Louisiana State University, Baton Rouge, LA, [5]University of Oklahoma, Norman, Oklahoma

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 with expert feedback on their crowdfunding research projects.

Track 6: Organizational Behavior

Getting by with a Little Help: Positive Interpersonal Workplace Phenomena

8:30 AM - 9:30 AM
Banyan

Facilitator: Joshua Mitchell (The University of South Alabama)

Title: Top-Down: The Trickle-Down Effects of Gratitude Expressions in the Workplace*

Authors: **Lauren R. Locklear**[1], Meghan E. Kane[2], Mark Ehrhart[3]
[1]Texas Tech University, Lubbock, Texas, [2]University of Central Florida, Oviedo, FL, [3]University of Central Florida, Orlando, Florida

Gratitude has been shown to positively impact both employees and the organizations to which they belong. Despite the benefits of gratitude expressions in organizations, gratitude expressions are less common in organizations than other domains, making an understanding of how to promote gratitude expressions in organizations both theoretically and practically important. Therefore, the current research explores whether gratitude trickles down from top managers to employees via mid-level supervisors and the mechanisms through which these expressions trickle down in organizations. Specifically, we draw on three theories to propose how gratitude might spread in organizations: via a behavioral, social learning path (Bandura, 1971), via an affective, emotional contagion path (Barsade, 2002), and via a cognitive, grateful attention path (i.e., broaden and build; Fredrickson, 1998). We test our hypotheses across two pre-registered studies: an experiment using hypothetical supervisor-subordinate dyads and a time-lagged field study of supervisors and subordinates. Results of our studies support our hypotheses; gratitude expressions do trickle down from top managers to lower-level employees through middle management. Independently, these expressions trickle via social learning, emotional contagion, and an attentional path, but when compared competitively results support broaden-and-build theory and the attentional path. That is, gratitude trickles down in organizations primarily because seeing others express gratitude reminds employees to look out for and attend to things that might make them grateful at work. Results and practical implications are discussed.

* Best Paper in Track 6

Title: The Good and Bad of Receiving Personal Disclosures at Work

Authors: **Remy Jennings**[1], Daniel Kim[2], Klodiana Lanaj[3], Satish Krishnan[4]
[1]Florida State University, Tallahassee, FL, [2]University of Florida, Gainesville, Florida, [3]University of Florida, [4]Indian Institute of Management Kozhikode

Employees spend considerable time in contact with one another at work, and in addition to job-related conversations, they often discuss personal matters. This suggests that employees may receive *personal disclosures*—instances where an individual shares personal information, feelings, or thoughts—from coworkers on a regular basis at work. Despite the common nature of personal disclosures at work, we know little about how receiving them may affect employees. Research on self-disclosure and self-regulation suggests that receipt of personal disclosures at work may have complex implications for recipients, and we examine these possibilities in this study. In two experience sampling studies, we find that receiving personal disclosures from coworkers has simultaneous costs and benefits. Whereas receiving personal disclosures is beneficial for recipients because it increases psychological closeness with coworkers, it is also harmful for recipients because it depletes their cognitive resources. In turn, psychological closeness and resource depletion matter for recipients' interpersonal (prosocial impact), task-based (goal progress), and intrapersonal (physical pain) outcomes. We discuss theoretical and practical implications of personal disclosures for coworker relationships.

Title: Leader Resilience and Follower Help-Seeking Behavior: A Norm-Based Approach

Authors: **Hyunji Suh**[1], J. Craig Wallace[1]
[1]Clemson University, Clemson, SC

Resilience is an important nutriment that enables individuals to effectively navigate work-related challenges. Despite exponentially increased scholarly attention to employee resilience, the effect of leader resilience, especially how and why leader demonstration of resilience influences followers, remains underexplored. Integrating social information processing theory with the focus theory of normative conduct, we propose that leader resilience permeates through followers via perceptions associated with organizational norms. Specifically, our model suggests that, as a leader demonstrates resilience, followers may infer social signals associated with "what it is like (i.e., perceived resilience climate)" and "what it should be like (i.e., perceived norm clarification)," both of which may have implications for follower help-seeking behavior. Further, we propose that leaders' expressed emotion, as an additional social cue, may moderate this relationship. We tested our model by conducting a recall-based between-subjects experiment with 193 adults who are currently employed or have prior work experience. Results suggest that leader resilience has a positive indirect effect on follower help-seeking behavior via perceived norm clarification, but not via perceived resilience climate. The moderating effect of leader expressed emotion was not formally tested due to manipulation failure. We discuss implications of our results and future research directions.

Track 8: Teaching Innovations

HRM Simulation for Undergraduates

8:30 AM - 9:30 AM
Sabal

Title: A Human Resource Management Simulation for Undergraduate Courses: Best Practices and Lessons Learned

Authors: **Rachel W. Smith**[1]
[1]Georgia Southern University, Richmond Hill, GA

Simulations are an increasingly popular active learning strategy utilized in management courses across the globe. In this submission, we propose a presentation that provides an overview of a semester-long simulation applicable to courses in human resource management. In this session, we will briefly introduce the simulation, suggested grading structures, team formation and collaboration techniques, consideration for placement of the simulation in the curriculum, share student feedback, and potential issues and best practices. Our goals for this session at SMA are to encourage the use of the simulation for undergraduate HR programs, share the lessons we have learned using the simulation over the past several years, and provide recommendations for best practices.

Track 7: Strategic Management

Innovate or Stagnate? How Gender, Digital Transformation, and Legal Astuteness Shape Innovation

8:30 AM - 9:30 AM
Citrus

Facilitator: Zhu Zhu (Montclair State University)

Title: The double-edged effect of CEO Confucian Values on Firm Digital Transformation Propensity

Authors: **Zhu Zhu**[1], Feifei Lu[2], Haixiao Chen[3]
[1]Montclair State University, Montclair, NJ, [2]Shanghai University, Shanghai, China, [3]Southwestern University of Finance and Economics, China

Drawing on upper echelons theory and the digital transformation literature, we examine the effects of two key Confucian values (mindset of hierarchy and knowledge-seeking mentality) of chief executive officers (CEOs) on their firms' digital transformation propensity and investigates CEO creativity as a mediator. We also examine environmental turbulence as a moderator of the mediator. Using a sample of 194 Chinese firms, we find that CEOs' mindset of hierarchy is negatively associated with firms' digital transformation propensity and CEOs' knowledge-seeking mentality is positively related to firms' digital transformation propensity and these effects are mediated by CEO creativity. In addition, we find that CEOs are more open to digital transformation activities when there is turbulence in the external environment. However, CEOs can exert a stronger personal impact in a stable environment, which in turn magnifies the effect of their creativity on the firm's digital transformation propensity. We discuss theoretical and practical implications for the upper-echelon, creativity, and digital transformation literature.

Title: Learning and Imprinting Legal Astuteness

Authors: **Miranda J. Welbourne Eleazar**[1], Karl H. Reinke[2], Theresa Welbourne[3]
[1]University of Iowa, Iowa City, IA, [2]University of Iowa, Iowa City, Iowa, [3]The University of Alabama, Tuscaloosa, AL

Lawsuits are often considered a costly threat to firms that may also represent underlying organizational risks and problems. In the case of firms at critical milestones that involve raising capital and building confidence in the firm as an attractive investment; however, we propose that lawsuits can provide invaluable leadership team learning opportunities that can prevent future lawsuits. This is particularly true when a lawsuit is disclosed during pivotal imprinting events that affect the trajectory of the firms' growth, such as the initial public offering (IPO). Drawing on the literature on legal astuteness and imprinting, we theorize that leaders in IPO firms can learn legal astuteness when managing and communicating situations involving lawsuits, particularly when they are materially adverse, provoking higher-level learning responses. We posit that legal astuteness leads to better management of future potential litigation, including implementing appropriate litigation avoidance and damage mitigation strategies that ultimately improve firm performance. We further theorize that this imprinting effect will be stronger in firms with a CEO founder at the time of the IPO. We contribute to the literatures on organizational learning, legal astuteness, IPOs, and entrepreneurship.

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

Morally Yours: Culture, Conditions, and Climate

8:30 AM - 9:30 AM
Jasmine

Facilitator: Chi Nguyen (Oklahoma State University)

Title: The Moral of the Story: A Meta-Analysis of Ethical Work Climate and Context

Authors: **Jay Bates**[1], Shaun M. Parkinson[2], Jeremy Beus[3]
[1]Washington State University, Pullman, WA, [2]Washington State University, Pullman, Washington, [3]Louisiana State University

Ethical work climate (EWC) is an underutilized construct that has been linked to behaviors ranging from ethical intentions to job performance and turnover intentions. Due to the widespread nature of the construct's effects, a comprehensive model has yet to be tested. To better make sense of this construct we utilize meta-analysis to unveil the varying outcomes and antecedents of EWC and the important moderating role of societal and job contexts. We find that differing contexts can strengthen or weaken the effects of an EWC on employees' ethical behaviors. For instance, job autonomy weakens an EWC, while a job context characterized by a high consequence of error strengthens an EWC. Societal contexts characterized by collectivism and power distance show mixed results on the effects of an EWC. We also look to simplify the dimensions of EWC for clarification and ease of use in future research. This paper looks to bring EWC in line with lessons learned from ethical culture research. Context can help explain why an EWC may or may not lead to ethical corporate behaviors. This study demonstrates how societal culture and job context moderate the relationship between EWC and ethical behavior.

Title: Family First, Work Second: Does Family-Supportive Culture Mitigate Work-Family Deviance*

Authors: **Sonia R. White**, University of South Alabama, Mobile, AL

Using moral disengagement theory and border theory, this research explores how and when moral disengagement propensity leads to work-family deviance using matched triads of employees, coworkers, and spouses. The research also uses the boundary condition of family-supportive work culture. The results reveal that the propensity to morally disengage is positively related to perceived work-family deviance for all three raters. These results imply a strong link between the propensity to morally disengage and work-family deviance. The research finds that low family-supportive culture is negatively and significantly associated with spouse-reported work-

family deviance but not employee or coworker-reported work-family deviance. Similarly, the perception of low family-supportive culture strengthens the relationship between moral disengagement and work-family deviance for spouse-reported work-family deviance but not for the employee or the coworker. Implications for theory and practice are discussed. I also propose several promising areas for future research.

* Best Doctoral Paper in Track

Title: When leaders' ethical acts lead to unethical behaviors in a negotiation: A moral licensing perspective
Authors: **John Baur**, University of Nevada, Las Vegas, Las Vegas, Nevada

Leaders are widely expected to engage in consistent behaviors, particularly regarding their ethical standards. Within the examination of ethical leadership, research has focused on the benefits to followers and organizations without a similar consideration on the leaders themselves or outside parties. We draw from social psychology to adopt moral licensing theory in order to explain how ethical leader behaviors may counterintuitively lead to subsequent unethical acts. In doing so, we seek to extend this budding theoretical consideration in the organizational sciences by considering both the effects of ethical leadership across domains – how ethical role modeling for subordinates may lead to unethical acts in a negotiation outside of the organization – as well as important identity-related boundary conditions. In our first study, we collect data from multiple sources and across subsequent days to find support for the basic tenants of moral licensing such that the positive indirect effect of ethical leader behaviors on unethical negotiator behaviors is driven through the accumulation of moral credits. In our second study, we replicate and extend these findings in a sample of business executives to also demonstrate how leaders with an individual identity orientation will accrue more moral credits when behaving ethically and that those with a salient moral identity will be less likely to redeem their moral credits to engage in unethical negotiator behaviors.

Track 9: (PDI) Professional Development Institute

Qualitative Comparative Analysis

8:30 AM - 9:30 AM
Long Key

Presenter: 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 8: Teaching Innovations

Teaching Mindfulness as an Experiential Learning Strategy

8:30 AM - 9:30 AM
Sawgrass

Title: Mindfulness Practices as an Experiential Learning Strategy for Human Resources and Relationship Management Topics
Authors: **Erin A. Hopkins**, Virginia Tech, Blacksburg, VA

The purpose of this session is to describe how the Koru Basic Mindfulness curriculum is implemented into a human resources and relationship management module within an undergraduate property management operations course to cultivate intrapersonal skills such as self-awareness, greater acceptance of ambiguity and uncertainty, and anxiety and stress reduction. The presentation will engage session participants through the facilitation of a Koru Mindfulness meditation practice to introduce the topic. This will be followed by an overview of the Koru Basic Mindfulness curriculum, a program designed specifically for teaching mindfulness, meditation, and stress management to college students. The limited existing literature on this program will be presented followed by the details of how it is used specifically within a Human Resources and Relationship Management course module. The quantitative and qualitative results of anonymous student evaluations will also be presented to support the themes of social value and student engagement for this track.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Voice & Accountability in Innovation

8:30 AM - 9:30 AM
Glades

Facilitator: Heloisa Aragao (The University of Texas at Arlington)

Title: The Promotion of Innovation through Voice Climate
Authors: **Heloisa Aragao**, The University of Texas at Arlington, Arlington, TX

Despite the vast existing literature on innovation, the investigation of work conditions that support the generation of ideas to feed the innovative process remains elusive. Holding the assumption that the entire organization is responsible for innovation, not only a specific department or set of experts, I aim to investigate the role two internal stakeholders play in innovation – employees and CEO. In this theoretical paper, I examine the relationship between voice climate – or the workforce perception about its participation in current discussions with ideas, suggestions, and thoughts - and explorative and exploitative innovation. Further, I consider the impact of CEO origin on developing a climate that promotes employee voice. I aim to contribute to (1) innovation literature identifying the potential impact of voice climate on the firm's breakthrough and incremental knowledge base, (2) to upper echelons theory by assessing to what extent CEO origin may impact exploitative and explorative innovation through voice climate, and (3) to organizational voice studies by discussing the influence of voice climate on organizational outcomes.

Title: Intrapreneurial Behaviors to Advance Product Development Innovation: A Study of U.S. Aerospace Intrapreneurs
Authors: **Christopher M. Johnson**[1], Bindu Arya[2]
[1]University of Missouri St. Louis, Kaysville, UT, [2]University of Missouri-St. Louis, Saint Louis, Missouri

Corporations worldwide increasingly rely on front-line intrapreneurs to reinvigorate their organizations and ensure survival. This research study makes an important contribution to the intrapreneurship literature by shedding light on why certain intrapreneurs are successful in large, established firms. Our findings based on in-depth interviews with 21 product development intrapreneurs in the aerospace industry provide convincing evidence that successful intrapreneurs selectively navigate within the firm to keep product development campaigns alive and progressing. We identify and elaborate on intrapreneurial behaviors related to overcoming bureaucracy for Business to Business (B2B) and Business to Government (B2G) intrapreneurs that significantly impact product development success. Specifically, we uncovered that these behaviors can be distinguished into two different strategies namely, risk aversion reduction and risk mitigation that explain how intrapreneurs gain intra-firm momentum to advance their new products to market.

Track 9: (PDI) Professional Development Institute

A Guide to Open Science in Management Research

9:45 AM - 10:45 AM
Bird Key

Title: A Guide to Open Science in Management Research
Authors: **James Field**[1], Mingang K. Geiger[2]
[1]West Virginia University, Morgantown, WV, [2]Duquesne University, Pittsburgh, PA

Open science refers to an array of practices that promote openness, integrity, and reproducibility in research. Although open science practices are intended to bring about numerous benefits, their adoption rates have been relatively low. We will demonstrate how researchers can implement open science practices in their research program. Specifically, we demonstrate how to use the Open Science Framework (see https://osf.io/) to pre-register a study and create an open-access project page. We will also discuss the potential folly of open science practices. Our goal is to illustrate how researchers can improve the rigor and transparency of research in management.

Track 6: Organizational Behavior

Drivers of Good: OCBs and Justice

9:45 AM - 10:45 AM
Banyan

Facilitator: Joohan Lee (Troy University)

Title: Which relationships are better predictors of citizenship? Advice/friendship ties and social exchange with the organization
Authors: Thomas J. Zagenczyk[1], **Kevin S. Cruz**[2], E. E. Powell[1]
[1]North Carolina State University, Raleigh, North Carolina, [2]Georgia Southern University, Statesboro, GA

Research on organizational citizenship behavior (OCB) typically adopts a view steeped heavily in sociology (e.g., relationships with others predict OCB) or psychology (e.g., organization- and job-related attitudes predict OCB). We integrate these perspectives by testing the relationships between network centrality (advice networks and friendship networks) and OCB and the moderating effect of the quality of an employee's social exchange relationship with the organization (SER). Our results suggest that employees who are more sought after for advice (i.e., advice network in-degree centrality) are perceived by others to engage in more OCB and that SER strengthens the relationship between the number of friends that an employee reports that they have (i.e., friendship network out-degree centrality) and OCB. Our research offers a more robust perspective on social exchange that considers both sociological and psychological factors, rather than just one or the other, and teases out important differences between advice and friendship ties in predicting OCB.

Title: When and How Does Social Curiosity Lead to Interpersonal Citizenship Behaviors?

Authors: **Farid Jahantab**[1], Fernanda Wagstaff[2], María d. Triana[3]
[1]Sam Houston State University, Huntsville, TX, [2]The University of Texas at El Paso, [3]Vanderbilt University

In this study, we draw upon current knowledge on social curiosity and integrate it with trait activation theory to propose when and how social curiosity influences an employee's organizational citizenship behavior directed at coworkers (OCBI). Specifically, we suggest that overt social curiosity positively affects an employee's OCBI through heightened social acceptance whereas covert social curiosity negatively affects OCBI through reduced social acceptance within the workgroup. We further contextualize these effects by focusing on the workgroup and suggest that group task interdependence moderates the effect of social curiosity on social acceptance as well as the indirect effect of social curiosity on OCBI. Multi-wave bi-source data from 567 employees and 116 managers nested in 116 workgroups supported our predictions. Our work increases the understanding of how a social curiosity disposition may ultimately build a sense of community at work.

Title: Expanding on the Counterfactual Process in the Indirect Model of Justice

Authors: Jeffrey J. Haynie[1], Hettie Richardson[2], Jerry B. Fuller[3], Christopher Martin[4], **Pierre Andrieux**[1]
[1]Louisiana Tech University, Ruston, Louisiana, [2]Texas Christian University, Fort Worth, TX, [3]Louisiana Tech University, West Monroe, Louisiana, [4]Louisiana Tech University

Expanding upon the indirect actor model of justice (Haynie, Richardson, Fuller, Martin, & Bush, 2023), we use fairness and causal blame theories to gain greater insight into the blame shifting process beyond the immediate transgressor. This extension accounts for coworker blame in these between-foci attributions as a way of fully describing the psychological process allowing blame to be shifted to indirect actors. Study 1 shows that the relationship between coworker injustice and SINJ is mediated sequentially by coworker blame and supervisor blame, but such indirect effects were not found to be bolstered when perceived intermediary delegation (PID) was high. Using these findings, we followed up on this initial examination by examining if PID's moderating effect was contingent on the relative status of victims. In Study 2, we were able to show that coworker blame induces supervisor blame within this model mainly when PID is high and victims are unable to redress these violations because their standings with their supervisors are lower than that held by their offenders (low relative status). These findings align with those found in the original model and offer additional insights into these between-foci attributions by accounting for coworker blame. Additionally, we explicitly tested the positive relationship between SINJ and feelings of being exploited that have been implied in justice violations research. Theoretical and practical implications are discussed, along with future research avenues.

Track 8: Teaching Innovations

Helping Students Build A Leader Identity

9:45 AM - 10:45 AM
Sabal

Title: Identity Development in Management Education: Purposeful Integration of Leader Identity Formation

Authors: **Nathan S. Hartman**, Illinois State University, Normal, Illinois

In this session, I explore the levers professors need to use to help students' identities progress by purposefully encouraging students to develop both a professional and, more importantly, a leader identity. Integrating the purposeful development of students' identity through learning where taking on the leader's role in a leadership curriculum is the central point of this essay. Leadership and management programs are a means of enhancing career readiness. Thus, faculty owe students the opportunity to explore the leader identity, which differs dramatically from those asking students to become comfortable identifying with an individual contributor role in their career. Classrooms are a naturally occurring holding environment where identity information, psychological safety, and exploration can advance students toward seeing themselves as leaders. As discussed, these are beneficial to students' leadership aspirations and readiness. When students try and hold a leader's identity, they are more likely to emerge as a leader when needed and maintain a desire for further development. Their pursuit of additional development will align with the intentional practice of developing expertise.

Track 7: Strategic Management

Leadership in the Limelight: The Influence of CEO Characteristics on Strategic Choices

9:45 AM - 10:45 AM
Citrus

Facilitator: Mirzokhidjon Abdurakhmonov (University of Nebraska Lincoln)

Title: Market vs Hierarchy? Conservative CEO Preference for Vertical Integration
Authors: Holly Loncarich[1], **Mirzokhidjon Abdurakhmonov[2]**
[1]Kansas State University, Manhattan, Kansas, [2]University of Nebraska Lincoln, Lincoln, Nebraska

A wealth of research has considered firm 'make' or 'buy' decisions from the rational firm-level perspective, such as transaction cost economics, firm capabilities, and resource dependence. However, scant research has considered irrational executive values and beliefs as the underlying impetus of such decisions. Drawing from upper echelons theory, we suggest that conservatives' lower levels of risk tolerance, aversion to uncertainty, and ambiguity compared to liberal leads to conservative CEOs being more likely to build vertically integrated firms compared to their liberal counterparts. Further, we argue this relationship is strengthened when the CEO has higher levels of individual- and firm-level risk exposure through stock options compensation and firm underperformance, respectively. However, the effect of CEO conservatism on vertical integration is likely to weaken if government approval to vertical integration is low. Using a comprehensive sample of all publicly traded firms in the U.S. between 2001 to 2020, we find broad support for most of our arguments and advance research on firm 'make' or 'buy' decisions, risk-taking, and upper echelons research.

Title: Patience a Perceived Virtue? Analyst Reactions to New CEO Strategic Action Speed
Authors: **Diego Villalpando[1]**, Robert Campbell[1], John Busenbark[2]
[1]University of Nebraska, Lincoln, Lincoln, NE, [2]Notre Dame, Notre Dame, IN

New CEO strategic action speed varies significantly across companies. Indeed, CEOs typically make decisions to undergo strategic actions. However, little is understood regarding when new CEOs should enact a strategic action and how analysts may react to the first strategic action announced by new CEOs. To advance research in this regard, we draw from screening theory and the OODA loop and theorize that an inverted U-shaped relationship exists between new CEO strategic action speed and analyst reactions to the announcement of these actions. We find support for our arguments in the context of S&P 500 firms and thus make important contributions to the new CEO literature.

Title: Not all outcomes are made equal: the complex link between CEO narcissism and firm performance
Authors: **Ronei Leonel[1]**, Frances Fabian[2]
[1]Salisbury University, Salisbury, MD, [2]The University of Memphis, Bartlett, TN

This study examines the effects of CEO narcissism on firm performance by embracing the multidimensionality of the narcissism trait. It draws from personality psychology research to theorize that narcissistic CEOs can display either self-enhancement behaviors called narcissistic admiration or self-defense behaviors called narcissistic rivalry, leading to either positive or negative firm performance. The study finds support for this model using a sample of 338 CEOs in S&P 500 firms from 2006 to 2018. This paper provides important theoretical implications for upper echelons theory and practical applications by unpacking new mechanisms that link CEO narcissism to firm performance and contributes to ongoing efforts to distinguish between the "bright" and the "dark" side of CEO narcissism.

Track 7: Strategic Management

Making a Difference: How Minority Leadership, Philanthropy, and Sustainability Are Redefining Norms

9:45 AM - 10:45 AM
Palm

Facilitator: Ava Haddox (The University of Tennessee)

Title: Sustainability Mavericks: Organizational Bundles and Superior Sustainability Performance in Distinct Institutional Contexts
Authors: **Kira Haensel[1]**, Stav Fainshmidt[2]
[1]Florida International University, Miami, FL, [2]Western University

This essay explores the bundles of organizational practices associated with superior sustainability performance – the extent to which the firm's products and processes affect social and natural environments. Firms implement various organizational practices aimed at improving sustainability performance, such as the appointment of a chief sustainability officer or tying executive compensation to sustainability outcomes. Prior studies have assumed that each of these practices should improve sustainability performance. However, empirical evidence reveals positive, negative, or no effects for each practice. We argue that the mismatch between theory and empirical evidence stems from (1) neglect of the interactions between organizational practices that form bundles of complementary elements whose outcomes cannot be understood independently, (2) the assumption that different organizational practices for sustainability are equally relevant to all aspects of ESG, and (3) the omission of the role of the institutional context in shaping the sustainability performance outcomes of organizational practices. We apply fuzzy-set Qualitative Comparative Analysis to identify the context-dependent bundles of organizational practices associated with superior environmental and social performance and leverage the findings to abduct theoretical insights on the drivers of sustainability performance in distinct institutional environments.

Title: To whom and how much? An assessment of philanthropic donation variety in relation to firm performance
Authors: **Kyle Turner**[1], Joohun Lee[1]
[1]*Tennessee Tech University, Cookeville, Tennessee*

Corporate philanthropy provides opportunities for firms to generate positive outcomes that mutually benefit both stakeholders and the firm. In an effort to better understand the nuance associated with philanthropic donations, the present study seeks to provide clarity regarding how the broad or narrow focus of a firm's philanthropic efforts impact organizational performance. In particular, we simultaneously examine variation across (1) the volume and range of issues addressed by a firm's philanthropic efforts and (2) the volume and range of stakeholders a firm addresses with donations. Our findings suggest that organizations that make focused and targeted philanthropic donations over a more generalist and broad approach realize higher performance. Furthermore, we find that variation across stakeholder donation amounts enhances firm performance by strategically identifying and targeting relevant stakeholder needs. These findings provide additional insights into the complexities associated with corporate philanthropy portfolios while also discussing future research opportunities to enhance the outcomes associated with philanthropic activities.

Title: Scapegoats Or Change Agents?: Examining the Promotion of Racial Minority CEOs to Firms in Crisis*
Authors: **Yangyang Zhang**[1], Ann M. Murphy[2], Seung-Hwan Jeong[3]
[1]*Loyola Marymount University, Los Angeles, CA,* [2]*Stevens Institute of Technology,* [3]*University of Georgia, Athens, GA*

While past research has found that occupational minorities including female CEOs are more likely to be appointed to top positions when the firm is performing poorly, a phenomenon referred to as the "glass cliff", very little attention has been paid specifically to racial minority CEOs' experiences. This study aims to improve the understanding of the "glass cliff" effect for racial minority top leaders. Using extensive data of 2,399 CEO appointments, including 171 racial minority CEOs, we found the evidence of "glass cliff" for racial minority leaders. Further, we found that investors reacted more positively to the announcement of racial minority CEO appointments than White CEO appointments, especially under conditions of poor performance. We also found that racial minority CEO appointments are positively related to more strategic changes in the following year. Our findings suggest that the "glass cliff" phenomenon for racial minority leaders are driven by the perceptions of racial minority CEOs being potentially more capable of creating the change needed to turn firm performance around.

* Best Doctoral Paper in Track 7

Track 5: Careers/Social Issues/Diversity Issues/Ethics
No One Mourns the Wicked: [Un]ethical Motivations
9:45 AM - 10:45 AM
Jasmine

Facilitator: Jayci Pickering (Oklahoma State University)

Title: Management Practices and Bribery: Evidence from Informal Firms in India
Authors: **Horacio E. Rousseau**[1], Shashank Rao[2], Sebastian Garcia Dastugue[3]
[1]*Florida State University,* [2]*Auburn University,* [3]*Florida International University*

What drives bribing in informal firms? Strain theory suggests that firms are more likely to commit misconduct when their performance is poor or when their capabilities are limited. However, this view ignores that the more capable informal firms are more likely to benefit from bribing than their less capable counterparts. This study examines the role of management practices, a critical capability, in provoking bribery in informal firms. Specifically, we theorize that structured management practices raise performance expectations, increasing strain and prompting bribing. We also explore how owner characteristics and contextual factors moderate the effect of management practices on bribing. We anticipate that features of owners that increase sensitivity to social norms will reduce the effect of management practices on bribery. In contrast, local context factors that increase expectations enhance the positive effect of practices on bribing. We test this hypothesis using the World Bank Enterprise Surveys of the Informal Sector (ESIS) data collected in 2022 in urban India. Results from 8,047 informal firms provide robust support for our expectations. By incorporating the role of management practices in deviant strategic decisions, this study contributes to the stream of research on organizational misconduct. Our findings suggest that addressing the issue of organizational misconduct requires not only a focus on external factors but also on internal factors such as management practices. Our study also sheds light on the importance of owner characteristics and contextual factors in shaping the relationship between management practices and bribery.

Title: The dark side of religion in the workplace: a systematic literature review

Authors: **Linda Brewer**[1]
[1] *University of North Carolina at Greensboro, Greensboro, NC*

This systemic literature examines the dark side of religion in the work context, specifically how religion creates barriers for entry, promotion, and success in the workplace. A comprehensive search of electronic databases identified 54 studies published between 2000 and 2023 that explored the relationship between religion and workplace inequality. The studies show that religious beliefs, practices, and attitudes of employers and colleagues can result in discriminatory practices that prevent women, minorities, and gender nonconforming individuals from accessing and advancing in the workplace. This review contributes to the literature by highlighting the complex and often overlooked relationship between religion and workplace discrimination.

Title: The Dark Side: Linking Organizational Justice to Unethical Employee Behaviors

Authors: **Kimberly M. Bates**[1], James Lavelle[1], David N. Herda[2]
[1]*University of Texas at Arlington, Arlington, Texas,* [2]*Louisiana Tech University, Ruston, LA*

Earnings management activities can undermine stakeholders' organizational trust, increase regulatory scrutiny, and impair future operating performance. Whereas prior research tends to focus on incentive-based compensation and supervisor pressure as explanations for earnings manipulation, we investigate factors that motivate earnings management behavior intended to benefit the company. Specifically, we argue that when employees are treated more fairly, they may be more likely to engage in unethical behaviors that benefit the organization (UPB), such as earnings management. Combining theory and insights from the organizational and accounting literatures, we develop a process model linking organizational justice to UPB through identification-based mechanisms. The model centers on the mediating role of organizational identification and the moderating role of moral identity in influencing our proposed effects. Using survey data from 123 industry accountants in the U.S., we find that organizational identification mediates the positive relationship between organizational justice and UPB-earnings management, and that moral identity weakens this relationship.

Track 4: Human Resources/Research Methods

Roundtable #1A - Methodological Advances in HR and Beyond

9:45 AM - 10:45 AM
Sawyer Key

Facilitator: William Ritchie (James Madison University)

Title: Green All Over: Developing a Multi-Domain Measure of Workplace Envy

Authors: **I-Heng (Ray) Wu**[1], Manuel F. Gonzalez[2]
[1]*University of South Alabama, Mobile, AL,* [2]*Seton Hall University, South Orange, New Jersey*

Envy is ubiquitous at work and predicts important personal and interpersonal employee outcomes, making the measurement of workplace envy critical. Yet, many workplace envy measures either (a) were validated outside of the work context, (b) do not capture envy as a chronic state, (c) do not account for the broad variety of roles that employees can envy, and/or (d) suffer from deficiency, in that they do not fully capture the content domain of envy, such as the possibility that envy can occur for both work-related and nonwork-related reasons. In the current research, we sought to remedy these issues by developing and validated a new workplace envy scale. Across six studies with eight independent samples, we programmatically explored the theoretical rationale behind our scale (Study 1), refined it and investigated its content validity (Studies 2 & 3), gathered evidence for its validity (Studies 4 – 6), and demonstrated its incremental validity for predicting work outcomes over and above a widely used existing measure of workplace envy (Study 6). We suggest that our new scale can contribute substantially to the measurement of workplace envy, and we recommend its use for measuring envy as a chronic emotion in the workplace. We conclude with a discussion of new and exciting theoretical avenues that the scale may enable researchers to explore, as well as practical implications for those seeking to manage envy in the workplace.

Title: Swiss Army Knife of Marker Variables: Attitude Toward the Color Blue

Authors: **Brian K. Miller**[1], Marcia J. Simmering[2], Elizabeth Ragland[3]
[1]*Texas State University, San Marcos, Texas,* [2]*Louisiana Tech University, Ruston, LA,* [3]*University of Louisiana at Monroe, Monroe, LA*

This extension of Miller and Simmering's (2022) scale development of the marker variable Attitude Toward the Color Blue (ATCB) addresses the efficacy of multiple shorter permutations of the scale in their ability to detect common method variance (CMV). In Study One, we use all six-, five-, and four-item versions of ATCB in confirmatory factor analysis (CFA) marker technique tests on a bivariate relationship. In Study Two, we compare the original seven item version, as well as randomly selected reduced length versions in a data set with 15 model relationships. Our results show that researchers can choose any combination of as few as four ATCB items as a means to reduce survey fatigue, but yet still successfully detect CMV. Our conclusion is that ATCB is adaptable for a variety of research situations, presenting it as a valuable tool for high quality research.

Title: When Compatibility Isn't Enough: An Examination of Divergence Between Person-Group Fit and Team Member Strivings

Authors: **Jacob Whitney**[1], Christina Li[1]
[1]*University of Oklahoma, Norman, OK*

Person-group fit (PG fit), or a team member's perceived compatibility with their team, continues to have salient implications for employees as more organizations rely on team-based structures. Little research in this line of work, however, has considered how the effects of one's PG fit may be influenced by their desires within the team. We, therefore, seek to understand what occurs when there is a divergence between a team member's PG fit and their motivational desires or strivings. Drawing on socioanalytic theory, we posit that PG fit allows an individual to effortlessly devote energy to work within their team and increases work engagement, but a competing striving disrupts this effortless engagement and ultimately influences their organizational citizenship behavior (OCB) and psychological withdrawal. We propose that accomplishment and communion striving each weaken the otherwise positive relationship between social PG fit and task PG fit, respectively, on engagement, and we suggest that status striving weakens the influence of both their social and task PG fit on engagement; all of which ultimately lead to less OCB and more psychological withdrawal. A field survey study of employees who work in team settings shows general support for our model. Our research makes several contributions to the literature on PG fit and provides several avenues to be considered in future work.

Roundtable #1B - Compensation, Equity, and Compatibility

9:45 AM - 10:45 AM
Sawyer Key

Title: NIL: Name, Indignation, and Likeness - Exploring the Differential Motivational Effects of Pay Inequity

Authors: **Christopher B. Neck**[1], Jeffery D. Houghton[2], Christopher Neck[3]
[1]*West Virginia University, Morgantown, West Virginia,* [2]*West Virginia University, Morgantown, WV,* [3]*Arizona State University*

The salary compression that occurs when new employees are compensated at equivalent or greater levels of existing employees of similar rank has long been linked to problematic employee outcomes. However, it is currently unknown how traditional theories of pay inequity can explain the motivational, attitudinal, and behavioral effects of employees experiencing this pay differential in competitive business environments. Further, extant literature has done little to clarify why individuals may differently react to pay inequity. To account for these shortcomings, this paper uses a unique setting – college athletics and the recent *Name, Image, and Likeness (NIL)* NCAA v. Alston Supreme Court ruling – to explore why employees may adopt different perspectives when assessing pay inequity/salary compression. It is principally posited that individual's perceived agentic control influences whether they evaluate pay discrepancies through a demotivational equity-based perspective or a motivational tournament-based perspective. Moreover, it is proposed that three key individual differences of locus of control, competitiveness, and zero-sum mindset will alter the individual's perception of agentic control and resulting evaluation of pay inequity. In totality, this article attempts to untangle the differential effects of pay inequity as suggested by disparate theories in the literature, identifying individual characteristic and motivational differences that alter how an employee evaluates salary compression pay disparity in their organization. Through the lens of a collegiate athletic setting, it is suggested that such pay inequity may not in fact be as damaging as often assumed. Future research directions are additionally explored.

Title: Reputation Matters; How HR Reputation and Organizational Trust Influence the Reporting of Sexual Harassment

Authors: **Matthew T. Oglesby**[1], Melanie Boudreaux[2]
[1]*University of North Alabama, Florence, Alabama,* [2]*Gray, LA*

Sexual harassment has detrimental effects on individuals and organizations; however, many employees fail to report sexual harassment despite extensive sexual harassment policies and procedures. This study investigates the personal reputation of Human Resource personnel as a potential barrier to the reporting of sexual harassment. Drawing upon source credibility theory, we hypothesize that employees evaluate the credibility of the information source (HR) before deciding whether to accept and act upon the information (policies/procedures) received. We also explore the role of organizational trust as a potential mediator of the relationship between HR reputation and the likelihood of reporting sexual harassment. We surveyed 412 participants in two time-separated surveys and analyzed the data through PLSc-SEM. We found support for the direct relationship between HR reputation and the likelihood to report sexual harassment as well as the indirect relationship of the same constructs via perceived organizational trust.

Title: The Association of Firm Attributes and Horizonal Pay Dispersion

Authors: **Eric R. Schulz**[1], Sanjib Chowdhury[2]

[1]*Eastern Michigan University, Ypsilanti, Michigan,* [2]*Eastern Michigan University, YPSILANTI, MI*

Pay dispersion has received significant attention in the management literature. The focus of past investigations has centered largely upon the vertical pay dispersion among executive ranks and its association with firm outcomes. Two key aspects of prior research on pay dispersion that have been neglected are the attributes of firms that introduce wide pay differential practices in the first place, and horizontal pay dispersion practices of firms for their professional level employees. Professional employees represent a key occupational group of firms in attaining its overall goals. Combining performance data from Bloomberg Company Financials Database with wage and employee tenure data collected by a third-party consulting firm from over 600,000 professional employees representing 378 publicly held companies the current study examined the relationship of firm-level variables with horizontal pay dispersion involving professionals of these firms. Mean firm-specific experience, annual sales turnover and annual return on assets were all found to be associated with horizontal pay dispersion within professional-level employees. Findings revealed that firms manifesting higher return on assets and higher annual sales turnover manifested wider horizontal pay dispersion within professional level employees. Lower mean firm-specific experience of professionals was associated with heightened horizontal pay dispersion among professional employees of firms. Implications for the organizational studies literature is provided.

Roundtable #1C - Healthcare Topics

9:45 AM - 10:45 AM
Sawyer Key

Title: Crisis Leadership and Patient-Centric Care Quality During a Crisis

Authors: **Subhajit Chakraborty**[1], JORGE GONZALEZ[2]
[1]*Coastal Carolina University, Conway, South Carolina,* [2]*University of Texas, Rio Grande Valley, Edinburg, Texas*

All hospitals believe in delivering high patient-centric care quality (PCQ), both during normal times and in a crisis. The COVID-19 pandemic has shown that a health crisis magnifies the importance of effective organizational leaders. We offer a conceptual framework that draws support from three theories—situational leadership, information processing and quality management—to delineate the crucial role of hospital leader characteristics, both permanent or enduring (leader authenticity and emotional intelligence or emotional quotient), and transient or emergent (crisis leadership), in ensuring high PCQ during a crisis. We further suggest that the extent to which hospitals implement technology integration positively moderates these relationships. We discuss implications for health care theory and medical practice.

Keywords: Crisis leadership; hospital leader authenticity; leader emotional intelligence or EQ; extent of hospital technology integration; patient-centric care quality (PCQ); COVID-19 pandemic.

Title: Bullying and Turnover Intentions of Nurses: Examining the Importance of Staffing Adequacy and Stress Mindsets

Authors: **Samantha Paustian-Underdahl**[1], Yingge Li[2], James Whyte[3]
[1]*Florida State University, Tallahassee, FL,* [2]*Tallahassee, Florida,* [3]*Florida State University, Tallahassee, Florida*

As the nursing staffing shortage reaches peak levels, healthcare organizations are looking for solutions to help them retain nursing talent. One such solution may be to help nurses better cope with bullying, which has been on the rise in recent years. This study integrates the Job Demands-Resources model with work on stress mindsets to better understand when and why bullying relates to nurse turnover. Using data collected from nurses in the United States across two weeks in time, this study examines the role of staffing adequacy and stress mindsets in moderating the effects of bullying on turnover intentions via stress. Findings indicate that both adequate staffing and a stress-is-enhancing mindset can help nurses cope with bullying. When staffing levels are moderately to highly adequate, having a stress-is-enhancing mindset helps buffer against the harmful effects of bullying on nurses' stress. However, when staffing levels are less adequate, a stress-is-enhancing mindset does not matter. Ultimately, we find that bullying indirectly relates to nurse turnover intentions, via stress, as moderated by both staffing adequacy and stress mindsets. Theoretical and practical implications are discussed.

Title: Practicing What We Preach: A Health and Wellness Intervention for Healthcare Employees

Authors: **Kim McCarthy**[1], Trang Dinh-Noonan[2], Paige Sinclair[2], Caitlyn Jesse[2], Samantha R. Spierling Bagsic[2]
[1]*San Marcos, CA,* [2]*Scripps Health*

The healthcare industry is one of the most hazardous work environments for employees. In addition to routine exposure to dangerous pathogens (i.e. COVID, etc.), healthcare workers endure demanding physical, mental, and emotional conditions. Despite these perilous working conditions, staying active, fit, and managing mental health has been shown to have benefits and mitigate some health risks for providers. Workplace wellness programs have been employers recent answer to both the waning health of their employees and the soaring healthcare costs associated with this decline and yet the impact of these programs on healthcare employees is not well understood. The goal of this research is to determine whether the implementation of a health and wellness intervention had a measurable positive impact on healthcare employees.

Track 8: Teaching Innovations

Teaching Entrepreneurship As Action

9:45 AM - 10:45 AM
Sawgrass

Title: Beyond starting a business: An individualized approach to entrepreneurship education

Authors: Haley M. Hutto[1], **Mehmet A. Yetim[2]**, Vyas Sreenivas[3], Ambreen Khan[4]
[1]Indiana University, Panama City Beach, FL, [2]Louisiana State University, New Orleans, Louisiana, [3]Temple University, [4]University Putra Malaysia, Malaysia

The majority of courses in entrepreneurship education revolve around starting a business. University Students are from different backgrounds and have different beliefs, attitudes, and abilities. Also, many students are early in their careers and do not know if they want to create a venture right after college. Therefore, an approach that focuses only on venture creation can limit the ability of students to learn the concepts taught in class. A parallel school of thought examines entrepreneurship as a broader set of behaviors, including personal development, creativity, self-reliance, initiative-taking, and action orientation. We adopt this view and develop a learning innovation that will 1) help students develop a broader perspective of what it means to be entrepreneurial, 2) rely on deep reflection to learn from their experience, and 3) give them the autonomy to design a project that will fit their interest, needs, and goals. We hope our meaningful, inclusive learning solution will cater to students' diverse and individualized learning needs and goals.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Transitions & Entrepreneurial Action

9:45 AM - 10:45 AM
Glades

Facilitator: Azucena Grady (Texas Tech University)

Title: Iron Will: How Social Context Impacts the Role of Machiavellianism in the Translation of Entrepreneurial Intentions to Actions

Authors: **Victoria A. Yates[1]**, Benjamin D. McLarty[2], James Vardaman[3], Eric Liguori[2]
[1]Oklahoma State University, Stillwater, OK, [2]Rowan University, [3]University of Memphis, Memphis, TN

Entrepreneurial intentions are often positioned as a proxy for entrepreneurial behavior or as its most proximal antecedent. Yet, empirical linkages between entrepreneurial intentions and entrepreneurial actions have been modest and inconsistent, suggesting the relationship is influenced by boundary conditions. This study draws upon trait activation theory to investigate the notion that individual traits and the social context work in concert to moderate the entrepreneurial intentions-entrepreneurial actions relationship. Results from a two-year study of 147 potential entrepreneurs demonstrate a three-way interaction of entrepreneurial intentions, Machiavellianism – a trait that conceptually captures volitional strength of will – and perceptions of community support for entrepreneurship onto entrepreneurial actions. The findings add clarity to the inconsistent intentions-actions relationship and extend theory on entrepreneurial action by demonstrating the mutual importance of volitional traits and social context in the translation of entrepreneurial intentions to entrepreneurial actions.

Title: Changing Fields: Immigrant Entrepreneurship as a Path to Habitus in a New Destination*

Authors: **Ace M. Beorchia[1]**, Jessica Jones[2]
[1]Kennesaw State University, Kennesaw, GA, [2]University of Tennessee, Knoxville, TN

In this study, we examine how marginalized community members use entrepreneurship to transition to and become change agents in a new social field. Our qualitative study centers on a new Latino destination in the southeast U.S. in real time as it adjusts to a large and recent increase of Latino community members. Through longitudinal in-depth interviews with immigrant entrepreneurs and community stakeholders; community engagement; and secondary data sources, we find that entrepreneurship serves as a medium through which immigrants gain habitus in a new immigrant destination. At the field level we discover that immigrant entrepreneurs encourage community stakeholders to address ethnic minority community needs in a new migrant destination. Finally, our study highlights how immigrant entrepreneurship grants legitimacy to the immigrant community, thus providing immigrant institutional entrepreneurs the ability to enact field-level changes. These findings suggest entrepreneurship as a path through which less powerful actors can affect their social field. As global migration continues to increase, this study provides additional insight into how immigrant entrepreneurs can engage with and change their new communities.

* Best Doctoral Paper in Track 1

Title: Entrepreneurial Transitions: A Review of Cognitive Factors Impacting Individuals' Transition from the Workplace to Entrepreneurship

Authors: **Yolanda Christophe**[1], Golshan Javadian[1], Christopher J. Mathis[2]
[1]Morgan State University, Baltimore, Maryland, [2]Morgan State University, Baltimore, MD

Research on individuals' transition from the workplace to entrepreneurship has received burgeoning attention. Prior research has predominantly attempted to understand the factors influencing employees' entrepreneurial transitions through the Push and Pull Model lens. However, examinations using the Push and Pull Model have yielded inconsistent findings. To advance research in this area, we review the cognitive factors that impact employees entrepreneurial transitions since cognitions help us to understand who becomes an entrepreneur. Seeking to advance knowledge on employee entrepreneurial transitions, we categorize cognitive factors using the Kaleidoscope Career Model (KCM) parameters and recommend it as an alternative model for delineating employees' transition to entrepreneurship. Analysis of 74 articles revealed that employees tend to fall within the challenge dimension when leaving the workplace to pursue entrepreneurial careers. Using the KCM parameters in our coding process, we identify the need for more research on the authenticity and balance dimensions of the KCM.

Track 9: (PDI) Professional Development Institute

A Workshop on Scale Development and Validation Best Practices

9:45 AM - 12:00 PM
Snowy Egret

Authors: **Stephanie Castro**[1], Claudia Cogliser[2], Lisa Schurer Lambert[3], Larry Williams[4]
[1]Florida Atlantic University, Davie, FL, [2]Texas Tech University, Lubbock, TX, [3]Oklahoma State University, Stillwater, Oklahoma, [4]Texas Tech University

In all scientific fields, accurate measurement of constructs is critical to the advancement of knowledge. Over the years, multiple reviews have criticized management research for a general lack of attention to construct measurement validity, particularly survey measurement scales. We believe this criticism is accurate and hope to improve the state of our field by providing researchers a psychometrically-sound programmatic approach to help them establish construct validity. The first half of the workshop will focus on construct validity and best practice approaches to evaluating construct validity. The second half of the workshop will be "hands-on", with the presenters facilitating break-out groups.

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

And Let It Begin with Me: Entrepreneurial Systems, Stereotypes, and Social Responsibility

11:00 AM - 12:00 PM
Jasmine

Facilitator: Rebecca Arwine (University of Tennessee)

Title: Minority Entrepreneurs and Occupational Stereotypes: A Theory of Planned Behavior Perspective

Authors: **Maria V. Bracamonte**[1], Destiny Orr[1], Michele Craven[1], Erik Markin[1]
[1]Mississippi State University, Starkville, Mississippi

Right or wrong, people tend to place others into occupational stereotypes depending on a variety of characteristics. Indeed, whether the occupation is a nail salon technician, garbage collection service, professional sports player, or evil scientist, an initial image of each 'person' likely comes to mind. While heuristics and biases such as these save cognitive effort, they can be detrimental to individuals' careers. Our paper investigates how occupational stereotypes may impact entrepreneurial success for minorities. We examine the connection between one's level of social justice awareness and the likelihood of perpetuating an occupational stereotype. We also posit that one's level of moral engagement acts as a boundary condition to this relationship. We conclude with a thought-provoking discussion of the theoretical and practical implications of these connections and areas for future research.

Title: Are Founder CEOs More Socially (Ir)responsible Than Their Non-Founder Counterparts?

Authors: **Keshab Acharya**[1], Hazel H. Dadanlar[2], C. Christopher Lee[1]
[1]Central Connecticut State University, New Britain, Connecticut, [2]Coastal Carolina University

While CSR scholars increasingly argue that executives' characteristics are closely related to the extent to which their firms engage in socially responsible activities, we know little about the executives' influence on socially irresponsible activities. In this study, we seek to explore whether and to what extent founder CEOs and their non-founder counterparts differ in their engagement in corporate social responsibility (CSR) and corporate social irresponsibility (CSIR). Drawing upon the fixed paradigm view, we argue that founder-CEOs are more likely to use a more finite and relatively fixed mindset when making decisions regarding how the organization should operate, affecting their CSR preferences. We also emphasize that the fixed paradigm view of founder-CEOs depends on the firm context and external environment. Specifically, firm size and firm age act as firm-level moderators, while the financial crisis serves as an external environmental factor influencing the relationship between CEO-founder status and CSR. We test our hypotheses using panel data of 397 U.S.-based, publicly traded S&P 1500 index firms between 2004 and 2013. The findings of our empirical study indicate that founder-led firms engage less significantly in CSR activities than non-founder-led firms. However, our findings show that founder-CEO-led firms engage in more CSIR activities than non-founder-led firms. Further, firm-level factors- firm size and firm age- and an environmental-level factor- financial crisis- were found to have important moderating effects in the proposed relationships. Our findings suggest that CEO founder status differentially predicts CSR and CSIR activities.

Title: A Tale of Two Entrepreneurial Ecosystems

Authors: Birton Cowden[1], Joshua S. Bendickson[2], **Shelby J. Solomon[3]**, Ace M. Beorchia[1]
[1]Kennesaw State University, Kennesaw, GA [2]University of Louisiana at Lafayette, Lafayette, Louisiana, [3]Unversity of West Florida, Pensacola, FL

Not all populations are equally served in entrepreneurship ecosystems. Because of this, entrepreneurship ecosystems are developing dedicated resources for underserved and historically excluded racial groups. From a resource perspective, one would conclude that the presence of resources solves the problem. However, is providing resources to marginalized racial groups through entrepreneurship ecosystems enough to overcome institutional racism? To explore this question, we conducted a field study in Detroit, MI, the largest minority-majority city in the United States. Our data suggests that institutional racial and class disparities provide a barrier for underserved entrepreneurs to access resources. Specifically, these barriers, real or perceived, result from the underserved entrepreneurs' unawareness of what the ecosystem is providing, perceptions of political restraints on the resources, and beliefs that the resources or the association with those controlling the resources do not fit with their business or their identity. From this, we discuss the implications of additional institutional work needed to be done by entrepreneurship ecosystems to better serve all entrepreneurs.

Track 9: (PDI) Professional Development Institute

College is Too Expensive to Look Cheap: Helping Faculty Develop Their Professional Virtual Presence

11:00 AM - 12:00 PM
Long Key

Authors: **Timothy M. Madden[1]**, Laura Madden[1]
[1]East Carolina University, Greenville, NC

Over the past three years, virtual work has become a larger proportion of professional work. Meetings, interviews, classes, and entire degree programs are now conducted virtually. This change in mode for high-stakes interactions requires participants to look professional online. This PDI presents the results of an 18-month pilot program designed to help faculty develop skills in these areas. It also demonstrates how faculty can better convey competence, trust, and sincerity in an online environment. Participants will leave this session with a set of twenty hands-on skills that they can practice without having to invest in any dedicated audio-visual hardware.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Entrepreneurial Passion

11:00 AM - 12:00 PM
Glades

Facilitator: Debby Osias (Auburn University)

Title: Competitiveness, Core Self-evaluation, and Obsessive Passion: A Study on Entrepreneurs in the Board Game Industry*

Authors: **R. Gabrielle Swab[1]**, Curtis Sproul[2], Paul Johnson[3]
[1]Georgia Southern University, Baltimore, MD, [2]Georgia Southern University, Statesboro, GA, [3]University of Mississippi

Popular press promotes the idea that all entrepreneurs are extremely competitive in nature, yet research on individual differences on entrepreneurial competitiveness is scarce. This study explores the multifaceted nature of the individual motivations behind engaging in competition and, in doing so, we investigate the links between entrepreneurs' general trait competitiveness and competitive attitudes (i.e., hypercompetition, personal development, and competition avoidance), as moderated by their core self-evaluations and obsessive passion. Our findings suggest that it is not merely the level of general trait competitiveness that influences an entrepreneurs' attitude towards competing, but their obsessive passion towards their venture leading to the more unhealthy and neurotic forms of competition. We discuss the implications for these relationships.

* Best Paper in Track 1

Title: Entrepreneurial Passion: A Quantitative and Qualitative Review and Future Research Directions

Authors: Frederik J. Riar[1], **Shanshan Qian[2]**, Chao Miao[3], Bart Debicki[4], Franz Kellermanns[5]

[1]University of Bern, Bern, Switzerland, [2]Towson University, Towson, Maryland, [3]Salisbury University, Salisbury, MD, [4]Towson University, Towson, [5]UNC Charlotte

This study systematically reviews the antecedents and outcomes of entrepreneurial passion and its domains (i.e., passion for inventing, founding, and developing). The results provide quantitative insights into the effects of individual-level antecedents (e.g., age, gender, human capital, and self-efficacy), firm-level antecedents (e.g., firm age and firm size), and macro-level antecedents (e.g., environmental dynamism) on entrepreneurial passion and its domains. Our results further demonstrate the effects of entrepreneurial passion and its domains on individual-level outcomes (e.g., entrepreneurial intention and opportunity recognition) and firm-level outcomes (e.g., firm performance). Post-hoc analyses were also performed regarding team-level entrepreneurial passion. The present study not only made a series of theoretical contributions to the construct of entrepreneurial passion but also informed the future research for this construct.

Title: Pluralistic Forms of Entrepreneurial Passion and Intentions to Quit: The Mediating Role of Burnout

Authors: **Benson Kinney[1]**, Son Le[1], Jeffrey J. Haynie[1], Heather Budden[2]

[1]Louisiana Tech University, Ruston, Louisiana, [2]Southeastern Louisiana University, Hammond, LA

This study examines how passion influences entrepreneurial intentions to quit. Drawing on passion research, especially the dualistic model of passion and the quadripartite approach to passion, in addition to the conservation of resources theory, we propose a model that describes the impact of different dimensions of passion (i.e., harmonious passion and obsessive passion) on entrepreneurial intentions to quit, mediated by entrepreneurial burnout. Specifically, we posit that harmonious and obsessive passion are negatively and positively related to burnout, respectively. Furthermore, we suggest that harmonious passion can serve to reduce the positive effect obsessive passion has on burnout and subsequent intentions to quit. Results from a sample of 459 entrepreneurs provide support for our hypotheses. We discuss our study's theoretical and practical implications.

Track 8: Teaching Innovations

Flipping Your Classroom to Engage Students

11:00 AM - 12:00 PM
Sabal

Title: Engaging students by flipping the case study*

Authors: **Jackie Jacobs[1]**, John Burr[2], Larry Inks[3]

[1]University of Tennessee, Knoxville, Tennessee, [2]Purdue University, West Lafayette, IN, [3]Ohio State University, Columbus, OH

In this session we present a novel twist on the case study method to engage learners and develop critical thinking skills by flipping the case and making the student the writer. The traditional case study method is often used in business education to help students develop increasingly important problem solving and critical thinking skills by analyzing real-world business scenarios. While it has many strengths, the traditional case study method suffers from several limitations: cases can become dated, students may be tempted to search online for case solutions, and, despite our best efforts, sometimes the cases selected by faculty are simply not interesting to students. In addition, educators lament that engagement is at an all-time low and conventional methods are not as effective in engaging students as they used to be. This suggests that we need fresh new ideas to challenge students and increase engagement in the classroom. The Flipped Case Assignment (FCA) represents an innovative way to accomplish both goals: the development of critical thinking skills and greater student engagement. In this session we will present this novel approach to the case study method, discuss how to integrate it into undergraduate and graduate classes, present multiple variations, and demonstrate how it can be integrated in individual or team-based learning environments. We will share how flipping the responsibility for case development benefits students and provides a refreshing and challenging alternative to the traditional case study method.

* Best Paper in Track 8

Track 9: (PDI) Professional Development Institute

Getting on topic: An introduction and tutorial of novel topic modeling approaches in management research

11:00 AM - 12:00 PM
Bird Key

Authors: Betsy H. Albritton[1], **Scott Tonidandel**[1]
[1]University of North Carolina at Charlotte, Charlotte, North Carolina

Interest in topic modeling for the exploration of organizational phenomena is surging. However, current understanding of the full repertoire of topic modeling techniques is limited. The purpose of this PDI is to expand SMA members' understanding and application of topic modeling techniques. We will provide a tutorial to SMA members on the different topic modeling techniques and their unique utility in various contexts (e.g., length of text documents and longitudinal data). Using a collection of text datasets, we illustrate the various topic modeling techniques and demonstrate to researchers how to provide evidence of validity.

Track 6: Organizational Behavior

New Perspectives on Diverse Workplace Populations

11:00 AM - 12:00 PM
Banyan

Facilitator: Shona Smith (University of Texas at Arlington)

Title: From Value Threat to Authentic Belonging: Theorizing How Neurodivergent Employees Make Sense of Their Relational Incongruence
Authors: **Natalie H. Longmire**[1], Timothy Vogus[2], Adrienne Colella[1]
[1]Tulane University, New Orleans, LA, [2]Vanderbilt University, Nashville, TN

A rapidly growing population of adults with autism, ADHD, and other conditions included under the umbrella of neurodiversity often experience a lack of authenticity and belonging in the workplace. Yet, the experience of neurodivergence, which uniquely straddles the line between surface- and deep-level dissimilarity, has been undertheorized in the management literature. To identify the unique conditions and mechanisms that contribute to neurodivergent employees' lack of authenticity and belonging, we develop a theory of relational incongruence. We propose that neurodivergent employees experience relational incongruence to the extent that their own patterns of interrelating are misaligned with those of their workgroup. Moreover, we describe how identity-related sensemaking processes can determine when relational incongruence erodes employees' authenticity and belonging, or when neurodivergent employees are able to generate personal resources to forge their own path to these forms of well-being.

Title: Do Women Receive Credit for their Charisma? A Prospective Meta-Analytic Review of Gender and Charismatic Signaling
Authors: **Mary M. Hausfeld**[1], George Banks[2], Jill Yavorksy[3]
[1]University of Zurich, Zurich, Switzerland, [2]University of North Carolina at Charlotte, Charlotte, NC, [3]University of North Carolina Charlotte

Previous empirical work has established that charismatic leadership tactics are effective in improving leader evaluations and causing follower prosocial behaviors. Yet, the question remains whether these tactics are as effective for women as they are for men, and what contextual factors may constrain or augment the efficacy of charismatic signaling for women leaders. To better understand the complex relationship between leader gender, charismatic signaling and the contextual factors of authority and signal cost, we conducted a series of four experiments which we then meta-analyze. Finding support for the efficacy of charismatic signaling for women leaders, we uncover a complex and nuanced relationship with contextual factors, such that charismatic signaling was most effective in increasing prosocial behavior for women leaders when they held formal authority, whereas the opposite was true for men. We argue for more nuanced theory of charismatic signaling that accounts for the differential impact of context for men and women leaders and present a grand challenge to improve the theory of charismatic signaling.

Title: Does Dirty Work Make One More Socially Engaged? Gender Differences in Responding to Work Dirtiness
Authors: **Dongchul Kim**[1], Ann Peng[2], Wei Zeng[3]
[1] University of Missouri, Columbia, MO, [2]University of Missouri, Columbia, Missouri, [3]Hunan University, Changsha, Hunan, China

Research and theory have yet to consider how experience of being involved in degrading tasks or contexts (i.e., work dirtiness) affects employees' social activities and engagement. Drawing from the stress coping literature and gender role theory, we examined the joint influence of work dirtiness and gender on social engagement, including feedback-seeking from supervisors, socializing with coworkers, and family involvement. The cross-lagged panel analysis of two-wave survey responses of 365 insurance sales employees revealed that the time-lagged effect of work dirtiness on social engagement was moderated by gender. Whereas perceived dirtiness encouraged a higher level of social engagement among men, it hindered social engagement among women. Interestingly, we found that family involvement also increased subsequent perceptions of work dirtiness. Our research provides novel insights regarding how performing degrading tasks can have diverging consequences on one's capability to socially engage with others.

Track 7: Strategic Management

Playing Chess, Not Checkers: The Strategic Intricacies of Acquisitions

11:00 AM - 12:00 PM
Palm

Facilitator: Chelsea Sherlock (Mississippi State University)

Title: Go it Alone or Collaborate with Others: CEO Greed and Vertical Integration
Authors: **Aten K. Zaandam**[1], Timothy Hubbard[2]
[1]*Kent State University, Kent, OH,* [2]*University of Notre Dame, Notre Dame, IN*

While greed is often seen as a negative trait, psychological research suggests that it can have both positive and negative outcomes. This study investigates the relationship between CEO greed and vertical integration—the choice of either collaborating with other firms or going it alone. We theorize that greedy CEOs are more likely to vertically integrate because they tend to have a fixed-pie bias. They see vertical integration as a way to improve their own firm's performance while limiting others'. Further, we show that CEO conservatism strengthens the link between greed and vertical integration, while CEO overconfidence weakens it. We analyzed S&P 1500 firms using a content analysis-based measure of vertical integration to show how CEO greed works alone and in concert with other individual differences.

Title: Double Dipping? Examining Target's Motives Behind Nested Acquisitions
Authors: **Manjot S. Bhussar**[1], Jennifer Sexton[2], Michael Howard[1], Yuting Yang[1]
[1]*Iowa State University, Ames, IA,* [2]*Mississippi State University, Mississippi State, MS*

Nested acquisitions are a special type of acquisition that occur when an acquirer buys a target firm that has itself recently acquired another firm. Due to the target's recent acquisition history, nested acquisitions are more complex, have higher information asymmetry, and have lower performance as compared to non-nested acquisitions. We investigate the role of increased information asymmetry on nested acquisition outcomes such as acquisition premium and completion time. We posit that additional information asymmetry provides nested target CEOs additional cover and extra motivation to sell their firms if they uncover problems during ongoing integrations of their prior targets resulting in lower acquisition premium and lower completion times. We examine the impact of several non-traditional quality signals from the target's prior acquisitions on nested acquisition outcomes and test our predictions using a sample of 320 acquisitions made by US public firms from 1998 to 2017. Our results support our overall theorizing and make contributions to the acquisitions and agency theory literatures.

Title: Bargaining Over Private Synergies: The Effect of Patent Citations on Acquisition Premiums
Authors: **Manjot S. Bhussar**[1], Sergio A. Grove[2], Brian Fox[3]
[1]*Iowa State University, Ames, IA,* [2]*University of Texas at El Paso, El Paso, TX,* [3]*Bentley University, Waltham, MA*

Acquisitions often involve acquirers paying a premium for targets. Employing a dyadic empirical approach, we examine the impact of patent citations between the firms on the acquisition premium paid. We argue that patent citations asymmetrically confer knowledge about the potential private synergies between the target and acquirer. Further, we examine the moderating impact of the acquiring firm's overall patent repertoire, which we argue conditions the strength of the signals sent by the acquiring firm's patent citation behavior. Using a sample of 225 public U.S. high tech mergers and acquisitions from 2005 to 2017, we find when an acquirer cites the target's patents prior to the acquisition, both acquisition premiums and the value captured by the target (in terms of cumulative abnormal returns) increase. We further find acquiring firm's patent repertoire negatively moderates the above relationship.

Track 8: Teaching Innovations

Teaching Leadership Using Science Fiction

11:00 AM - 12:00 PM
Sawgrass

Title: A "Novel" Approach to Student Engagement: Teaching Leadership Lessons Though Science Fiction
Authors: **Jason D. Marshall**, Creighton University, Omaha, Nebraska

I used Ender's Game, a science fiction novel, to engage students in rich discussions about leadership throughout the semester. Leadership skills are difficult to learn through a traditional textbook, as students often lack context. With Ender's Game, however, the students travel on a leadership journey, through the lived experience of the novel's characters, and get to see how different leadership styles and skills are applied in different scenarios. In essence, the story provides a contextual anchor to which we can attach leadership theories, concepts, and applications. For feedback on student experiences, I added two items to the university-administered course evaluation. Based on the quantitative data, 88% of the students agreed that the Ender's Game questions and discussions contributed to their learning and understanding of leadership skills and applications. Furthermore, from the qualitative data, I was able to identify three distinct categories of responses: 1) Enjoyed reading the book, 2) Interesting way to display leadership, and 3) Connected to the course content. In this submission, I provide a lesson plan on how to use Ender's Game in the classroom, including chapter assignments, questions, and an answer rubric.

Track 7: Strategic Management

The Human Element: The Role of Human Capital, Emotions, and Diversity in Firm Outcomes

11:00 AM - 12:00 PM
Citrus

Facilitator: Eduardo Cuervo (The University of Tennessee)

Title: The Implications of Hiring Human Capital from Rival Firms: In Search of Mobility Benefits
Authors: **Hyoungwon Yoon**, Bocconi University, Milano, Italy

Although research on strategic human capital and innovation studies in general suggests benefits of learning by hiring from hiring knowledge workers from competitors, mobile individuals may fail to deliver superior performance upon mobility if firm-level rivalry may influence how incumbent employees at the hiring firms may respond to the mobile individuals from inter-firm mobility between rival firms. Empirical analyses of individual-level patent data on inventors and their performance within major U.S. technology firms suggest that mobile individuals from rival firms, compared to externally hired individuals from non-rivalry firms, have more significant productivity loss upon mobility. Additional analysis further explicate why geographic proximity and successful integration may moderate this negative performance implication. The results of this study suggest a critical boundary condition to research on learning-by-hiring.

Title: The Impact of Foreign CEOs and Boards' Cultural Diversity on Cross-Border Acquisitions' Performance
Authors: **Gonzalo Molina Sieiro**[1], Katia De Melo Galdino[2]
[1]University of Nevada Las Vegas, North Las Vegas, NV, [2]Georgia Southern University, Statesboro, Georgia

We examine the influence of foreign CEOs on the performance of cross-border acquisitions (CBAs), contingent on the cultural distance between the CEO and the board of directors. We employ upper echelons theory to cultural distance in the context of CBAs. By doing so, we address a fundamental problem on cultural distance research by applying a microfoundational approach to it. Using a sample of 696 CBAs by European acquirers, we find that foreign CEOs significantly improve CBA performance. We theorize that foreign CEOs, who possess international and cultural knowledge, make better decisions about CBAs and their integration process. This leads to improved performance. Moreover, we also theorize and find that foreign CEOs' cross-cultural expertise allows them to improve the communication of information about CBAs to the board of directors. The improved communication leads to better information processing, it reduces the likelihood of conflicts, and it helps reap the benefits of having a culturally diverse board. We contribute to the literature on upper echelons theory by highlighting the role of foreign CEOs and its implications to the theory. We also shed light on the relationship between the CEO and its board of directors, as well as the performance implications of the CEO-board relationship.

Title: The Microfoundations of Absorptive Capacity: The Role of Affect-Pleasantness and Activation
Authors: **Feibo Shao**[1], Xiaoping Zhao[2]
[1]Missouri State University, Springfield, Missouri, [2]Shanghai Jiao Tong University, Shanghai, China

Although absorptive capacity (AC) has been extensively studied as an organizational-level construct, its microfoundations have not been thoroughly addressed. To address this research gap, this paper conceptualizes AC from a practice lens as organizational routines consisted of ostensive aspects and performative aspects. We include affect and its two distinct dimensions (i.e., pleasantness and activation) as variables of interest in ongoing research on the microfoundations of AC. Specifically, we argue that pleasantness and activation can influence the implementation of the performative aspects of AC routines and such implementation can largely influence the outcomes of AC routines. In sum, our paper makes contributions to the development of a comprehensive theoretical framework of AC that scholars are currently seeking.

SMA Board Meeting - Invitation Only

12:00 PM - 4:00 PM
Blue Heron

Track 8: Teaching Innovations

A Teacher's Guide to Research-Based eSports Tournaments

1:30 PM - 2:45 PM
Banyan

Title: Student Engagement and Innovation through Research-Based eSports Tournaments

Authors: **Madison LaBella**[1], Hongjun Ye[2], Yun-Oh O. Whang[2], Yuan Zhang[3], Zhiya Zuo[4]
[1]Drexel University, Berwyn, PA, [2]Katz Grad, University of Pittsburgh, Pittsburgh, PA, [3]Fogelman College of Business & Economics, University of Memphis, Memphis, TN, [4]City University of Hong Kong, Hong Kong, China

In this proposal, we present the Dragon Bowl eSports tournament as an innovative teaching tool for engaging students in management education. The Dragon Bowl, a unique research-based tournament, utilizes Overwatch, a team-based multiplayer first-person shooter game, to explore the rapidly evolving eSports industry. Focusing on its research-driven nature, the tournament allows students to explore various aspects of management science in the context of eSports. This proposal showcases three class projects stemming from the 2021 and 2022 Dragon Bowl tournaments, highlighting the diverse research opportunities provided by this platform. From exploring gamer motivation and teammate selection to investigating team dynamics and toxicity in eSports, the Dragon Bowl serves as an exceptional learning experience for students across various academic levels. Returning in 2024, the Dragon Bowl eSports tournament seeks to engage more management educators and scholars in using this innovative teaching tool to enrich students' learning experiences. By offering a platform for interdisciplinary research and collaboration, the Dragon Bowl presents a unique opportunity for management educators to engage students in real-world projects to advance their understanding of the booming eSports industry.

Track 9: (PDI) Professional Development Institute

Ask the Experts: SAGE Handbook of Survey Development & Application

1:30 PM - 2:45 PM
Sawyer Key

Facilitators: Jayci Pickering (Oklahoma State University), Terri Scandura (University of Miami) and Lisa Schurer Lambert (Oklahoma State University)

The purpose of this *Professional Development Institute (PDI)* session involves providing conference attendees an opportunity to learn about a variety of topics related to survey design and application, while promoting the recently published *SAGE Handbook of Survey Design and Application* (co-editors Drs. Terri A. Scandura and Lucy R. Ford). Organizers will begin by welcoming attendees and outlining the structure of the session. Dr. Terri A. Scandura will then introduce the handbook and briefly discuss its purpose. The remainder of the session will involve two main components: 1) first, a representative from each section of the handbook will introduce their section's theme and briefly discuss each of the chapters within it; 2) then, an author(s) from each section will host a roundtable where they will discuss with attendees and answer any pertinent questions. Each roundtable will be labeled with a section title to help attendees navigate the room.

Track 8: Teaching Innovations

Building Communication through Cross-University Collaboration

1:30 PM - 2:45 PM
Citrus

Title: Developing Key Skills in Virtual Communication, Cultural Competence, and Feedback Literacy Through Cross-University Collaboration

Presenter: **April Rowsey**, Union University, Jackson, Tennessee

Students have been working in teams with classmates for years; what's being foregrounded in today's workplace is the ability to drive outcomes in teams that are remote, virtual, and often cross-cultural. This paper describes a multi-week experiential case study collaboration aimed at improving virtual communication, written communication, cultural competence, and feedback literacy skills in undergraduate business management students. Undergraduate students (approx. 200) from 3 business schools partnered together remotely, virtually, and across 2-different time zones for a 3-week engagement in the Fall of 2022. The students were enrolled in different courses at each institution which permitted the activities and learning objectives to be tailored to the specific course goals. Details of the project, qualitative and quantitative outcomes, implications for managerial practice, and evaluation/lessons learned are provided.

Track 9: (PDI) Professional Development Institute

May I Have Your Attention? Practical Advice for Managing Careless Responding

1:30 PM - 2:45 PM
Snowy Egret

Presenter: Nathan Bowling, University of Central Florida

Careless responding, which occurs when study participants display inadequate effort while responding to a given measure (e.g., a self-report scale or mental ability test), is a ubiquitous problem that threatens the validity of research conclusions. I will begin this session by briefly reviewing the careless responding literature. This review will include a summary of the nature, predictors, and consequences of careless responding. I will then discuss in detail two approaches to dealing with this problem: (a) omitting data from careless participants, and (b) the prevention of careless responding. Attendees will learn how to assess and manage careless responding—knowledge that will help them improve the quality of their own research.

Track 9: (PDI) Professional Development Institute

Qualitative Data Analysis

1:30 PM - 2:45 PM
Royal Tern

Presenter: Anne Smith, University of Tennessee at Knoxville

The focus of this seminar is analysis of qualitative data using innovative and novel approaches that demonstrate a rigorous and trustworthy analysis process. The seminar will provide actionable steps to analyze data, especially process data, building on novel, pragmatic, and recent insights from the 2022 Organizational Research Methods special feature on qualitative research.

Track 8: Teaching Innovations

Sensory Training Engagement in Business Classrooms

1:30 PM - 2:45 PM
Palm

Presenters: Jennifer G. Manegold[1], **Catherine Curtis**[1], Meagan Baskin[1]
[1]*Florida Gulf Coast University, Fort Myers, Florida*

This paper describes two applied examples of sensory training in a resort and hospitality classroom setting: wine tasting and chocolate tasting. Based in sensory learning theory, we describe the advantages of sensory training as a type of experiential learning exercise that encourages both student engagement and learning retention. We conclude with a discussion of potential extensions and applications of sensory training exercises in other types of business classrooms.

Track 9: (PDI) Professional Development Institute

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

1:30 PM - 2:45 PM
Bird Key

Presenter: 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.

Track 9: (PDI) Professional Development Institute

Would you like to publish in some of the Academy of Management Journals—AMR, AMA, AMP, AMLE?

1:30 PM - 2:45 PM
Tarpon Key

Authors: **Gideon Markman**[1], Sherry Thatcher[2], Matthew Cronin[3], Barbara Larson[4]
[1]*Colorado State University, Superior, CO,* [2]*University of Tennessee, Knoxville, TN,* [3]*George Mason University, Washington, DC,* [4]*Northeastern University, Boson, MA*

Is your research making a positive impact on the field, society, and our planet? The Academy of Management (AOM) and its various journals favor cross-disciplinary studies that blend theory and applied work. As such, AOM journals are less interested in studies that unearth gaps in the literature, but are 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 AMR, AMA, AMP, and AMLE, and what type of studies they seek to feature.

Café SMA Networking Snack Break

2:45 PM - 3:15 PM
Banyan Breezeway

Conference Registration and Solutions Desk

3:00 PM - 5:15 PM
Grand Palm Colonnade

Track 9: (PDI) Professional Development Institute
Multilevel Concepts and Principles

3:15 PM - 4:30 PM
Bird Key

Presenter: Nikolaos Dimotakis, Oklahoma State University & Sherry Fu, Colorado 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.

Track 9: (PDI) Professional Development Institute
Preparing Data for Analysis

3:15 PM - 4:30 PM
Royal Tern

Presenter: Justin DeSimone, University of Alabama

A key step between data collection and data analysis involves preparing data for analysis. Incorrect, incompatible, or incomplete data within a data set can be a significant threat to data analysis, potentially leading to problems analyzing and interpreting data. This session covers data preparation activities such as screening, formatting, and transforming data. This session will discuss proactive and reactive strategies to addresses careless responding, missing data, outliers, low response rates, and issues related to common method variance (CMV).

Track 9: (PDI) Professional Development Institute
Sticky Floors and Glass Ceilings: Challenges and Solutions in the Academic Career Trajectory

3:15 PM - 4:30 PM
Tarpon Key

Presenters: **Janaki Gooty**[1], Sherry Thatcher[2], Lucy Gilson[3], Enrica Ruggs[4], Cynthia E. Devers[5], Scott Tonidandel[1], Lillian T. Eby[6]
[1]University of North Carolina at Charlotte, Charlotte, North Carolina, [2]University of Tennessee, Knoxville, TN, [3]University of New Hampshire, Durham, NH, [4]University of Houston, [5]Virginia Tech University, Blacksburg, VA, [6]University of Georgia

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.

* SMA Acting On our Values Session *

Thirsting for Great Wine - Pre-registration Required

5:00 PM - 6:00 PM
Long Key

Abstract: Enjoy a guided tasting of four exceptional wines 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.

Bio: Dave Nershi is the publisher of the Vino-Sphere blog and an award-winning writer focusing on wine, food, and travel. He is a Certified Specialist of Wine and has served as a wine judge at a number of competitions including being a guest judge for the Indianapolis International Wine Competition. He is a board member of the International Food, Wine & Travel Writers Association, and a member of the Wine Century Club. He is the Executive Director of SMA.

Beach Bash Event

6:30 PM - 9:30 PM
TradeWinds Beach

Come out and celebrate SMA 2023 at our Beach Bash, located on the North Breck Deck. We'll have music, dancing, karaoke, and games. Please note that all participants and guests must show their conference badges to be admitted.

Late Night SMA - Board Game Room

9:30 PM - 12:00 AM
Banyan Breezeway

Saturday, October 28

SMA Pickleball Tournament

8:30 AM - 11:30 AM
Pickleball Courts

Pre-registration preferred, and ad-hoc teams will be allowed if space permits.

Facilitator: Alanna Hirshman (Texas Tech University)

Track 9: (PDI) Professional Development Institute

Future Directions of Servant Leadership: A Paper Development Workshop and Panel Discussion

9:00 AM - 10:15 AM
Long Key

Authors: **Jarvis Smallfield**[1], G. James Lemoine[3], Jeremy D. Meuser[4], Chad Hartnell[5]
[1]*Central Michigan University, Mount Pleasant, MI,* [2]*Monash Business School, Lands of the Kulin Nations, Australia,* [3]*SUNY - University at Buffalo, Getzville, NY,* [4]*Purdue University Northwest, Hammond, IN* [5]*Georgia State University, Atlanta, GA*

This round table paper development workshop and subsequent panel discussion builds on energetic conversations among leadership scholars over recent years concerning the current and future state of servant leadership research. It progresses this broad initiative to the next level, enacts lessons learned from previous discussions, and acts as a springboard for a special issue on servant leadership which has been accepted at *Group & Organization Management* for publication in 2025. It will bring together early and experienced scholars, including the special issue editorial team, to develop and support nascent research projects, benefiting both new researchers and leadership research in general.

To learn more about this special issue and submit your paper for consideration, reference the following link:

https://journals.sagepub.com/pb-assets/cmscontent/GOM/gomcfpservantleadershipfortifyingfoundations-1669397924.pdf

Contact Jeremy Meuser with questions at jmeuser@umich.edu.

Track 9: (PDI) Professional Development Institute

How Can Scholars Embrace AI?

9:00 AM - 10:15 AM
Bird Key

Authors: **Frances Fabian**[1], Ronei Leonel[2], David Jorgensen[3], Anamika Datta[4]
[1]*The University of Memphis, Bartlett, TN,* [2]*Salisbury University, Salisbury, MD,* [3]*Roger Williams University, Bristol, RI,* [4]*The University of Memphis, Memphis, Tennessee*

We assemble a panel with tenured, tenure-track, and doctoral student status participants who have been observing the very accelerated progress of ChatGPT in our profession. The symposium will consist of short presentations on threats and benefits to research and to teaching of ChatGPT, and consider some of the ethical minimums and other concerns these trends portend. We then plan to have round table discussions on specific issues – (all tables will have laptops and the capacity to interact with ChatGPT). Our optimistic goal will be to have all participants leave with a productive intervention of ChatGPT for their teaching or research.

Track 9: (PDI) Professional Development Institute

CARMA@SMA: Designing and Publishing Replication Studies

9:00 AM - 11:45 AM
Snowy Egret

Facilitators: Maria Kraimer (*Rutgers University*), William (Billy) Obenauer (*The University of Maine*), Bill Schulze (*University of Utah*), Andreas Schwab (*Iowa State University*), and Scott Seibert (*Rutgers University*)

The purpose of this workshop is to develop researchers' interest and skills to design and publish high quality replication studies consistent with the mission of SMA's newest journal, JOMSR. We will first provide an overview of the different types of replication and reproducibility studies and why these studies are important for advancing science. We will then discuss the challenges of designing and publishing such studies and the emerging best practices for making a valuable contribution through replication work. There will be time for audience Q&A throughout the first half (approximately 75 minutes). After a short break, in the second half of the workshop, attendees will have the opportunity to participate in one of two roundtable discussions for about one hour. The two roundtable topics are:

1. Strategies for designing a constructive replication study, using a specific article as an example (participants will be asked to read a micro or macro article ahead of time).
2. Feedback to authors on their own replication study proposal (authors will need to submit a 5-page proposal to Maria Kraimer by October 15 @ mk1715@smlr.rutgers.edu). The feedback will be from at least one panelist as well as other authors participating in this table session (separate tables for micro and macro topics).

Pre-registration will be required to attend the second half of the workshop (roundtable discussions) so that participants can either be provided with the article for roundtable #1 or submit their own proposal for feedback (roundtable #2).

Track 9: (PDI) Professional Development Institute

CARMA@SMA: Ethnographic Methods for Management Research

9:00 AM - 11:45 AM
Royal Tern

Facilitators: Melissa Cardon (*The University of Tennessee*) and Michael Lerman (*Iowa State University*)

This workshop will discuss challenges, opportunities, and best practices for conducting ethnographic methods utilizing an example of an ethnographic study of a new venture team. We will discuss the theoretical motivations for using ethnography, gaining access, helpful tools, managing relationships, time commitments, data collection, building trust with participants, data analysis, writing the paper, among other topics. The goal of the workshop will be to help attendees have a starting point for thinking about if ethnography is right for them, where to get started, and a reasonable expectation of the sacrifices and challenges involved.

Track 9: (PDI) Professional Development Institute

Get Your Creative Juices Flowing at the Dali Museum

9:00 AM - 12:00 PM
Offsite

Enjoy your morning learning more about creativity and Dali. The offsite session will involve roundtrip transportation to the world class Dali Museum in downtown St. Petersburg.

We will start with an interactive talk focused on how art thinking can enhance creativity and improve problem solving. During the 45-minute experience, through a series of encounters with artworks, participants will be challenged to engage with the ways that Dalí forces us to see, do and be differently — concepts which are the very heart of creativity. In encouraging us to see, do and be differently, he shapes our notions of the possible and the impossible and changes our perspectives of the world around us, opening up a new possibility space for fresh ideas — something that we could all use a little bit more of. Afterwards, participants will go upstairs for a gallery activity that will help them put into practice some of the ideas from the talk. At the end of the session, if time permits, participants will have the chance to participate in a guided tour or explore on their own. Note that those wishing to take a guided tour may need to plan for their own transportation back to the Tradewinds.

CARMA@SMA Coffee Break

10:15 AM - 10:45 AM
Tarpon Key

Track 9: (PDI) Professional Development Institute

Utilizing Free Statistical Software for Research, Teaching, and Data Analytic Projects

10:30 AM - 11:45 AM
Bird Key

Authors: **Misty Sabol**[1], Matt C. Howard[1], Reid Cummings[1]
[1]*University of South Alabama, Mobile, AL*

Statistical software is essential for researchers, educators, and data analysts to collect, analyze, and interpret data. However, commercial software can be expensive and challenging to use, especially for students. Luckily, there are several free statistical software programs available online that are user-friendly and offer a wide range of features for data analysis. This professional development workshop will explore the advantages of using free statistical software such as Jasp, Jamovi, and Tableau and will provide hands-on training on how to utilize these tools for research, teaching, and data analytic projects.

Annual Meeting Concludes – We will see you next year in San Antonio!

12:00 PM

SMA GIVES BACK

As part of our commitment to social responsibility, SMA chooses a local charity to support each year, and will match up to $2,500 in member contributions. This year we are supporting, "Give Kids the World," a highly-ranked charity that provides week-long cost-free vacations to critically ill children and their families from around the world. Our goal is that all members will contribute at least $25 toward this remarkable organization:

https://smgmt.org/donations/

Call For Papers and Author Instructions - SMA 2024 Meeting
Hilton Palacio Del Rio, San Antonio, TX October 28 - November 3, 2024 #SMA2024SA
Program Chair: Scott Geiger, University of South Florida (geiger@usf.edu)

SMA invites submissions for its 2024 Annual Meeting. All submissions will be reviewed based on 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 at the meeting. 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 and Innovation
Co-Chairs:
Jeffrey A. Chandler, University of North Texas
jeffrey.chandler@unt.edu
Lori Tribble Trudell, Clemson University
lltribb@clemson.edu

Track 2
Health Care Management, Hospitality Management, and Public Administration
Chair:
Hanadi (Hana) Hamadi, University of North Florida
h.hamadi@unf.edu

Track 3
Organization Theory, International Management, and Management History
Chair: **Gonzalo Molina Sieiro**, University of Nevada, Las Vegas
gonzalo.molinasieiro@unlv.edu

Track 4
Human Resources
Research Methods
Chair: **Sherry Fu,** Colorado State University
sherry.fu@colostate.edu

Track 5
Careers, Social Issues, Diversity Issues, Ethics
Co-Chairs:
Mark Geiger, Duquesne University
geigerm1@duq.edu
Min Geiger, Duquesne University

Track 6
Organizational Behavior
Co-Chairs:
Anna Lennard, Oklahoma State University
anna.lennard@okstate.edu
Mickey Smith, University of South Alabama
mbsmith@southalabama.edu

Track 7
Strategic Management
Co-Chairs:
Phil Anderson, Wake Forest University
andersp@wfu.edu
Paul Drnevich, University of Alabama
dren@ua.edu

Track 8
Innovative Teaching
Management Education
Chair: **Haley Woznyj,** Longwood University
woznyjhj@longwood.edu

Track 9
-Professional Development Institute (PDI) Sessions
-Local Engagement Sessions**
Chair: **Paul Johnson,** University of Mississippi
pjohnson@bus.olemiss.edu

geigerm2@duq.edu

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review, Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each track. There also will be overall Outstanding Paper and Outstanding Doctoral Student Paper Awards. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission. SMA reserves the option to withhold awards in any category in the event there are no submissions of sufficient quality.

SUBMISSION GUIDELINES

- All submissions must be made online no later than April 28, 2024 at 11:59 pm Eastern Standard Time at: https://www.xcdsystem.com/sma/abstract/index.cfm?ID=9m0SfcX.
- 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 2024 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 12, 2024, 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.
- 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.

A sample of a correctly formatted paper can be found at https://bit.ly/2kJsG4O

- ***"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 that 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:

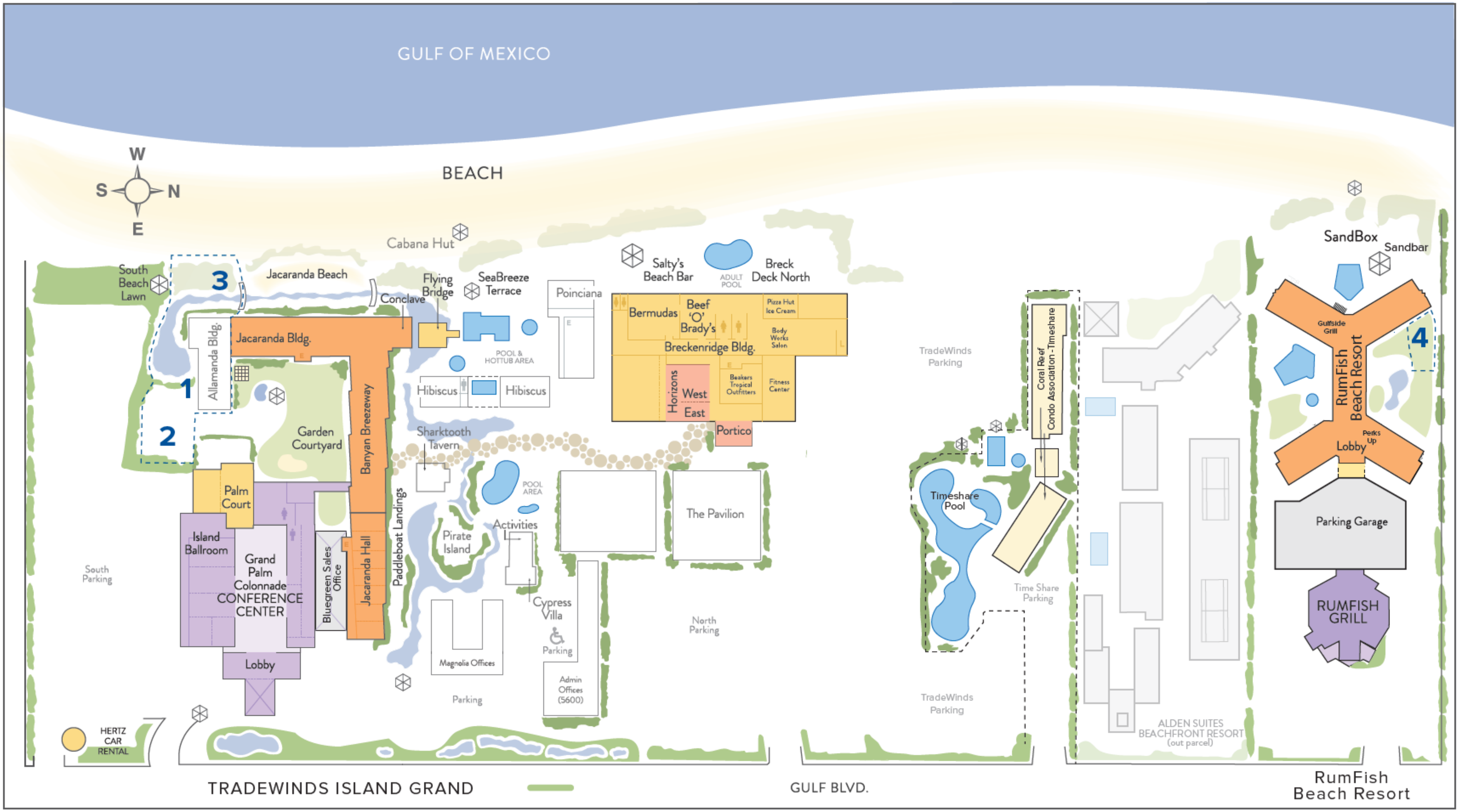
1. Teaching innovation for **social innovation**. Social innovation creates social value and potentially economic value for the individual, organization, and systems-change level. It includes new strategies, concepts, ideas, and organizations that address social needs of all kinds—from working conditions 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 **engagemen**t 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 Haley Woznyj (woznyjhj@longwood.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 Primary Conference Facilities



Conference Rooms