

S·M·A

SOUTHERN MANAGEMENT ASSOCIATION



**2024 Meeting of the Southern Management Association
San Antonio, TX
October 29- November 2, 2024**

#SMA2024SAT

Program also available on WHOVA and at
<https://smgmt.org/annual-meeting/>

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Welcome to SMA 2024 in San Antonio!

Welcome to San Antonio and to the 2024 SMA Meeting! It has been 20 years since our last visit and we are thrilled to be back. Our host city is the second largest in Texas and the oldest municipality in Texas. There is a rich history in this city with famous sites such as The Alamo and artistic gems such as the Briscoe Western Art museum where our Friday reception will be held. The Hilton Placio Del Rio is right on the River Walk which is lined with many great restaurants and entertainment venues. We hope you get a chance to enjoy some of the great experiences San Antonio has to offer during your stay.

The Program Committee has been working year round to create an outstanding experience for all attendees, and we are humbled that you've chosen to participate in what is sure to be one of SMA's most memorable conferences to date. This year's academic program features 5 consortia, 127 papers presented in a traditional format, 56 papers in roundtable sessions, and 34 Professional Development Institute (PDI) sessions. In collaboration with the Consortium for the Advancement of Research Methods and Analysis (CARMA) and the Research Methods Division of the Academy of Management, numerous methods experts will lead sessions throughout the conference. This includes two CARMA@SMA sessions on Wednesday afternoon. We will also host a Journal of Management and Scientific Reports (JOMSR) "Pub Crawl" workshop, designed to help authors refine their existing replication research for potential publication in JOMSR. Do you want to improve your theory writing and publish in the Journal of Management? The JOM editors have you covered with a session on Friday morning. Combined, approximately 600 authors, presenters, and attendees will be onsite to create a rigorous and intellectually stimulating experience for all. We hope you are able to take advantage of the excellent opportunities to network with colleagues, discuss research ideas and gain valuable feedback, improve or expand your methodological toolbox, discuss ways to improve your teaching effectiveness, or even expand your knowledge base and skill sets with regards to service or administrative work. Overall, the diversity of sessions in the program should provide all members with topics of interest throughout the conference.

Beyond the onsite academic components mentioned above, we have many other exciting events to help you network and keep you busy. For starters, on Tuesday evening meet new friends at the Welcome Reception followed by a "boot scootin" good time with Line Dancing 101. For those wanting experiential learning in cognitive dissonance, team dynamics, or scenario planning, Wednesday morning offers an excellent opportunity during the annual Southern Golf Scramble. For our auto industry or manufacturing enthusiasts, we offer a tour of the Toyota manufacturing plant. To cap off a hard day's work, on Wednesday evening SMA will host our "first ever" Oktoberfest reception at the Prost Haus just next door to the Hilton. This will include not only traditional German style fare and music, but also thirty minute boat tours running throughout the reception. Following this, back at the Hilton our fourth annual Improv comedy session will be sure to keep you laughing. Of course, it hasn't slipped our mind that you may be missing your typical Halloween festivities at home. Not to fear, our SMA Presidential/SOSA Reception on Thursday evening is Halloween themed including a costume and pumpkin carving contest. We hope to see many fun and creative costumes. Following this treat, our annual trivia contest will keep with the Halloween "spirit" including an additional costume contest with awards. Saddle up on Friday evening as we transition to the local Western culture with an offsite reception at the Brisco Western Art Museum. Prior to the reception, the galleries will be open to SMA members including some limited guided tours. Lastly, on Saturday, members can join a tour to learn more about the wine industry while visiting multiple vineyards in the Texas Hill countryside.

These events and more are detailed below and on the Whova mobile application.

Lastly, so many of you volunteered to review, serve on best paper committees, participate in or facilitate consortia, set up rooms, lead our networking events, and help register our conference attendees. We are immensely grateful for all of your efforts and excited to share a great experience with you in San Antonio. It is also important to offer a special welcome to new members and first time attendees. SMA is a special organization, and we are sure you will quickly recognize the welcoming culture that makes the annual conference a “must attend” event for so many members. With that spirit in mind, we trust you will have an outstanding conference experience and will be circling your calendars for SMA 2025 in Greenville, South Carolina.

Respectfully,

Scott Geiger
SMA Vice President
2024 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 Mezzanine or Conference Center to connect with other members or exhibitors and enjoy snacks/coffee during scheduled breaks.

Our Registration and Solutions tables are located in the Mezzanine outside of La Corona, with registration times listed below and in Whoova. We always enjoy strong conference attendance, 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 the SMA leadership team.

Tuesday (10/29)

11:00 AM – 2:00 PM SMA Stuffing Party (Conference Setup), Salon Del Rey B
5:00 – 7:30 PM Conference Registration and Solutions Desk, La Corona
7:00 – 8:30 PM Early Arrival Reception, La Vista
8:30 – 10:00 PM Late Night SMA: Line Dancing 101, La Vista

Wednesday (10/30)

8:00 – 9:00 AM Conference Registration and Solutions Desk, La Corona
8:30 AM – 5:00 PM Early-Stage Doctoral Consortium, Salon Del Rey B
8:30 AM – 5:00 PM Late-Stage Doctoral Consortium, Salon Del Rey C
8:30 AM – 5:00 PM Pre-Doctoral Consortium, Salon Del Rey A
10:30 – 10:30 AM SMA Coffee Break, Mezzanine and Conference Center
10:00 AM – 1:00 PM Toyota Plant Tour – Offsite –Preregistration Required
1:30 – 4:30 PM CARMA@SMA: Experience Sampling: Design and Measurement, La Vista DE
1:30 – 4:30 PM CARMA@SMA: Introduction to Organizational Social Network Research, La Vista AB
1:00 – 6:15 PM Conference Registration and Solutions Desk, La Corona
1:30 – 5:00 PM Administrator Consortium, El Mirador C East
1:30 – 5:00 PM Faculty Consortium, El Mirador C West
3:00 – 3:30 PM SMA Coffee and Snack Break, Mezzanine and Conference Center
5:30 – 6:30 PM SMA Awards Celebration, La Vista
6:30 – 8:00 PM Welcome Reception, Prost Haus - Offsite - Adjacent to the Hilton
9:00 – 10:30 PM SMA Late Night: Improv, La Vista

Thursday (10/31)

8:00 – 8:30 AM SMA Coffee Break, Mezzanine and Conference Center
8:00 AM – 5:35 PM Conference Registration and Solutions Desk, La Corona
8:30 – 9:30 AM Best Paper in Track 2: Let Me Do My Job! How Workload and Organizational Constraints Predict Nurse Turnover Intentions, La Vista DE
8:30 – 9:30 AM Best Paper in Track 3: When Does Corporate Political Activity Matter for

	New Product Development? Evidence from Sub-Saharan Africa, El Mirador B East
9:45 – 10:45 AM	Abusive Supervision Impacts Everyone: Varied Effects of Supervisor Abuse (SMA Acting on Our Values Session), La Vista AB
9:45 – 10:45 AM	Best Paper in Track 4: Managing Emotions in Workplace Meetings: Interaction between Follower Conscientiousness and Leader Humility, La Vista C
9:45 – 10:45 PM	Meet the Editors – JOM and JOMSR, Salon Del Rey C
11:00AM – 12:00PM	Best Paper in Track 8: Aha!: Building Leader Identity through Moments of Insight During Experiential Learning Exercises, La Condesa
1:30 – 2:45 PM	Women in Management: Advice for Female Scholars and their Allies (SMA Acting on Our Values Session), Salon Del Rey C
2:45 – 3:15 PM	Café SMA Snack Break, Mezzanine and Conference Center
3:15 – 4:30 PM	A Conversation with the SMA Fellows, Salon Del Rey A
5:30 – 6:30 PM	SMA Business Meeting, La Vista
6:45 – 8:15 PM	SMA Presidential & Hunt SOSA Award Reception – Halloween Themed Including Costume Contest, Salon Del Rey ABC
8:30 – 10:30 PM	SMA Late Night: An Academic Trivia Challenge – Halloween Themed Including Costume Contest, La Vista

Friday (11/01)

8:00 – 8:30 AM	SMA Coffee Break, Mezzanine and Conference Center
8:30 – 9:30 AM	Corruption, Lies, and Greed: What's the Big Deal? (SMA Acting on Our Values Session), La Vista DE
9:45 – 10:45 AM	The Ethical Workplace: A Bleak Outlook? (SMA Acting on Our Values Session), El Mirador B East
9:45 – 10:45 AM	Best Paper in Track 1: Understanding the Meaning and Transmission of Legacy: A Symbolic Interactionism Perspective, El Mirador C East
9:45 – 10:45 AM	Best Paper in Track 7: Tournament incentives and firm productivity in the context of CEO–TMT vertical pay gap, La Vista DE
11:00AM – 12:00PM	Best Paper in Track 5: Using signaling theory to explain organizational attractiveness, El Mirador B East
11:00AM – 12:00PM	Best Paper in Track 6: A Neuropsychological Examination of Perceived Person–Environment Fit: What It Is and How It Differs from Job Satisfaction, La Vista AB
1:30 – 2:45 PM	AOM Journal Editors Panel: Publishing in AMA, AMC, AMD, AMJ, AMLE, AMP, and AMR, Salon Del Rey A
2:45 – 3:15 PM	Café SMA Snack Break, Mezzanine and Conference Center
3:15 – 4:30 PM	SMA Teaching Idea Exchange, Salon Del Rey A
5:00 – 7:00 PM	Briscoe Museum Gallery viewing (limited guided tours available) – Offsite - See details further in the program
7:00 – 9:00 PM	SMA 2024 Closing Reception, Briscoe Museum - Offsite
9:00 – 10:30 PM	Briscoe Museum reception hall and courtyard remain open for members

Saturday (11/02)

8:30 – 9:00 AM	SMA Coffee Break, Mezzanine
9:00 – 10:15 AM	Leveraging AI & Visual Suite Technology to Increase Experimental Control & Realism, La Condesa

9:00 – 10:15 AM	Agent-Based Modeling in Management Research: Opportunities and Challenges, La Reina
10:00 – 10:30 AM	SMA Coffee Break, Mezzanine
10:00 AM – 4:30 PM	Texas Hill Country Vineyard Tour (Pre-Registration Required), Offsite – Meet in hotel lobby check in area at 9:45 AM
10:30 – 11:45 AM	A Live Podcast with experts featuring a discussion on the business and student engagement aspects of Podcasts, La Condesa
10:30 – 11:45 AM	Using Common Language Effect Size Indices to Interpret and Communicate Research Results, La Reina
4:30 PM	Conference Officially Ends

Note: The 2024 Acting on Our Values (AOV) theme is civility, diversity, and ethical behavior. We endeavor to [act on our values](#) by educating, empowering, and equalizing. The noted AOV theme is supported by numerous sessions within the program and our actions within the program. While some presentations are highlighted above, we are confident you will find many sessions and practices that demonstrate SMA's continued effort to live out our values statement.

Download the official event app!

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

Whova





SMA MISSION STATEMENT

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

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

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

SMA STRUCTURE

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President Elect

Timothy Munyon, University of Tennessee

Vice President and Program Chair

Scott Geiger, University of South Florida

Vice President Elect and Program Chair Elect

Paul Johnson, University of Mississippi

Treasurer

LaKami Baker, Auburn University

Controller

Ericka Lawrence, East Carolina University

Secretary and Membership Chair

Randy Evans, University of Tennessee, Chattanooga

Past President

T. Russell Crook, University of Tennessee

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Darryl Rice, Miami University

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2022-2025 Term

Marie Dasborough, University of Miami

James Summers, Iowa State University

Michelle Zorn, Auburn University

2023-2026 Term

James Lemoine, University of Buffalo

Julie Hancock, University of North Texas

Curtis Wesley, University of Houston

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Tim Madden, East Carolina University

Conference Coordinator

Cindy Raborn

Sponsorship Chair

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Chief Information Officer

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Jamie Field, West Virginia University

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Dean

Tyge Payne, Louisiana State University

Associate Dean

James G. Combs, University of Central Florida

Historian

Jon. C. Carr, North Carolina State University

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

IN MEMORIAM

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

AWARDS

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

2024	Lisa Schurer Lambert	Oklahoma State University
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*

2024	To Be announced at the SMA 2024 Meeting	
2023	Stacey Kessler	Kennesaw State University
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*

T. Russell Crook	University of Tennessee	(2023-2024)
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. Michele (Micki) Kacmar	Texas State University	(2017-2018)
**James G. Combs	University of Central Florida	(2016-2017)
**Christopher L. Shook	University of Montana	(2015-2016)
James G. Combs	University of Central Florida	(2014-2015)
Christopher L. Shook	Auburn University	(2013-2014)
Tim Barnett	Mississippi State University	(2012-2013)
Bennett Tepper	Georgia State University	(2011-2012)
Mark B. Gavin	Oklahoma State University	(2010-2011)
Margaret L. Williams	Wayne State University	(2009-2010)
Allen C. Amason	University of Georgia	(2008-2009)
Charlotte D. Sutton	Auburn University	(2007-2008)
William L. Gardner	Texas Tech University	(2006-2007)
Anson K. Seers	Virginia Commonwealth University	(2005-2006)
Christine M. Riordan	Texas Christian University	(2004-2005)
Terri A. Scandura	University of Miami	(2003-2004)
Kevin W. Mossholder	Louisiana State University	(2002-2003)
Donna E. Ledgerwood	University of North Texas	(2001-2002)
Tammy G. Hunt	University of North Carolina Wilmington	(2000-2001)
Pamela L. Perrewé	Florida State University	(1999-2000)
Vida G. Scarpello	Georgia State University	(1998-1999)
Chester A. Schriesheim	University of Miami	(1997-1998)
Mark J. Martinko	Florida State University	(1996-1997)
Rose L. Knotts	University of North Texas	(1995-1996)
David D. Van Fleet	Arizona State University West	(1994-1995)
Robert C. Ford	University of Central Florida	(1993-1994)
J. Bernard Keys	Georgia Southern University	(1992-1993)
Charles R. Greer	Texas Christian University	(1991-1992)
Daniel S. Cochran	Mississippi State University	(1990-1991)
John A. Pearce II	George Mason University	(1989-1990)
James G. Hunt	Texas Tech University	(1988-1989)
W. Alan Randolph	University of South Carolina	(1987-1988)
B. Wayne Kemp	University of Tennessee Martin	(1986-1987)

Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)
Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	University of North Carolina at Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas at Austin	(1967-1968)
Claude S. George, Jr.	University of North Carolina at Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
***William M. Fox	University of Florida	(1962-1963)
***Leon C. Megginson	Louisiana State University	(1961-1962)
***Claude S. George, Jr.	University of North Carolina at Chapel Hill	(1960-1961)
****Howard R. Smith	University of Florida	(1957-1958)
****Edward H. Anderson	University of Florida	(1955-1956)
****Gustav T. Schwenning	University of Florida	(1947-1948)

* *Affiliations are at time of office.*

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

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

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

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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Wei Shi, University of Miami

Ute Stephan, King’s College London

Michael C. Withers, Texas A&M University

Devasheesh (Dev) Bhawe, Singapore Management University

MANAGING EDITOR

Stro Prothro

JOURNAL OF MANAGEMENT SCIENTIFIC REPORTS

Also in partnership with SAGE Publications, SMA produces 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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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
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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
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Track 5 Careers, Social Issues, Diversity Issues,
Ethics

Co-Chairs: Mark Geiger, Duquesne University
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Min Geiger, Duquesne University
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Track 6 Organizational Behavior

Co-Chairs: Kristin Cullen-Lester, University of Mississippi
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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
pldrnevich@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

2024 SMA AWARDS

COMMITTEES

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

Bruce Lamont (Chair), Jim Combs, Micki Kacmar, Tyge Payne, & Pam Perrewe

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SMA ANNUAL AWARDS

JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE

AWARD Sponsored by Texas Tech University's Rawls College of Business – Area of Management

Lisa Schurer Lambert, Oklahoma State University

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

Andrew Bennett, Old Dominion University

ASCENDANT SCHOLAR AWARD

Jeffrey Chandler, University of North Texas

CREATIVITY AND INNOVATION IN TEACHING AWARD

Tim Madden, East Carolina University

EARLY CAREER OUTSTANDING SERVICE AWARD

Jake Waddingham, Texas State University

ANNUAL CONFERENCE PROGRAM AWARDS

BEST REVIEWERS

Andrew Bennett, Beth Fiedler, Kris Irwin, Paula Kincaid, Jason Marshall, Vitaliy Skorodziyevskiy, Clarissa Steele, Jake Waddingham, Gavin Williamson

OVERALL BEST PAPERS

BEST OVERALL CONFERENCE PAPER

Sponsored by the University of Alabama's Culverhouse College of Business - Department of Management

A Neuropsychological Examination of Perceived Person–Environment Fit: What It Is and How It Differs from Job Satisfaction

Aichia Chuang, Yu-Ping Chen, Tsung-Ren Huang, & Hsu-Min Lee

BEST OVERALL DOCTORAL STUDENT PAPER

Sponsored by Louisiana State University's E. J. Ourso College of Business - Stephenson Department of Entrepreneurship & Information Systems

Understanding the Meaning and Transmission of Legacy: A Symbolic Interactionism Perspective Yi Zhang & Kincy Madison

BEST PAPERS BY TRACK

TRACK 1: ENTREPRENEURSHIP AND FAMILY BUSINESS/TECHNOLOGY AND INNOVATION

Sponsored by University of Texas at San Antonio's Alvarez College of Business - Department of Management

Understanding the Meaning and Transmission of Legacy: A Symbolic Interactionism Perspective

Yi Zhang & Kincy Madison

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

Sponsored by Interpretive Simulations

Let Me Do My Job! How Workload and Organizational Constraints Predict Nurse Turnover Intentions

Karen Landay, Steven Chesnut, Anita Skarbek, Aimee McDonald, Joseph Schaefer, David Arena, & Mei Fu

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

Sponsored by University of South Alabama's Mitchell College of Business - Department of Management

When Does Corporate Political Activity Matter for New Product Development? Evidence from Sub-Saharan Africa

Juan Carlos Morales-Solis & Allyson Morales Garcia

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

Sponsored by University of North Texas G. Brint Ryan College of Business -The People Center

***Managing Emotions in Workplace Meetings: Interaction between Follower
Conscientiousness and Leader Humility***

Young-Kook Moon

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

Sponsored by First Horizons Bank

Using Signaling Theory To Explain Organizational Attractiveness

Mikayla M Reynolds & William Obenauer

TRACK 6: ORGANIZATIONAL BEHAVIOR

Sponsored by Mississippi State University's College of Business - Department of Management & Information Systems

***A Neuropsychological Examination of Perceived Person–Environment Fit: What It Is and
How It Differs from Job Satisfaction***

Aichia Chuang, Yu-Ping Chen, Tsung-Ren Huang, & Hsu-Min Lee

TRACK 7: STRATEGIC MANAGEMENT

Sponsored by Florida State University's College of Business - Department of Management

***Tournament Incentives and Firm Productivity in the Context of CEO–TMT Vertical Pay
Gap***

Le Xu, Ajay Rama Ponnappalli, & Chen Wang

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Sponsored by Old Dominion University's Strome College of Business - Department of Management

***Aha!: Building Leader Identity through Moments of Insight During Experiential Learning
Exercises***

Heidi M. Baumann, Anna Maria Zabinski, & Nathan S Hartman

BEST DOCTORAL STUDENT PAPERS BY TRACK

TRACK 1: ENTREPRENEURSHIP AND FAMILY BUSINESS/TECHNOLOGY AND INNOVATION

Sponsored by University of Texas at San Antonio's Alvarez College of Business - Department of Management

Understanding the Meaning and Transmission of Legacy: A Symbolic Interactionism Perspective

Yi Zhang & Kincy Madison

TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

Not Awarded

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

Sponsored by University of South Alabama's Mitchell College of Business - Department of Management

The American Idol Next Door: Conforming Behavior, Media Attention and Achieving Celebrity

Tan Kim & Timothy Pollock

TRACK 4: HUMAN RESOURCES /RESEARCH METHODS

Sponsored by University of North Texas G. Brint Ryan College of Business -The People Center

Present and Largely Unexplored: Understanding CHRO Tenures and Strategies Functions on TMTs

Andrew Millin & Donald J. Schepker

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

Sponsored by First Horizons Bank

A Look at the Effects of Microinsults and Stereotype Threat on Sustainable Career Outcomes

Shona Smith, Alison Hall (Birch), & Ariane Froidevaux

TRACK 6: ORGANIZATIONAL BEHAVIOR

Sponsored by Mississippi State University's College of Business - Department of Management & Information Systems

Creating an Upward Spiral: The Effects of Mindfulness on Thinking Positively

Mariana Toniolo-Barrios & Lieke ten Brummelhuis

TRACK 7: STRATEGIC MANAGEMENT

Sponsored by Florida State University's College of Business - Department of Management

Navigating Corporate Sustainable Development: Chief Sustainability Officer Appointment

Beatrisa Pucalev

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

Sponsored by Old Dominion University's Strome College of Business - Department of Management

Enhancing Reflection through AI: A Comparative Analysis of Student Writing Before and After AI Integration in Curriculum

Tracy Southerland Ginn

SMA 2024 REVIEWERS FOR OVERALL PROGRAM

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Ran Bi	B. Parker Ellen	Jeffery Houghton	Mariza Gabriela Lemos
Bailey Bigelow	Megan Endres	Beth Houran	Mesquita
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Lisa Brady	Leon Faifman	Steven Hyde	Mengge Li
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Linda Brewer	Dominic Fedele	Farid Jahantab	Franz Lohrke
Lee Brown	Emily Ferrise	Amit Jain	Misty Loughry
Tyler Burch	Beth Fiedler	Vidhi Jain	Steve Lovett
John Burr	James Field	Peter Jaskiewicz	Graham Lowman
Conor Callahan	Farzaneh Fouladi	Fuhe Jin	Timothy Madden
Fernando Campayo-Sanchez	Corey Fox	Minjong Jun	Laura Madden

Dalhia Mani	Destiny Orr	Eric Schulz	Sean Valentine
Laxmikant Manroop	Juliet Osuji	Lisa Schurer Lambert	Chantal van Esch
Joshua Marineau	Jay O'Toole	Alex Scrimshire	Jacob Waddingham
Andrea Marquez	Richard Oxarart	Achira Sedari	Deepanshu Wadhwa
Jason Marshall	Sibel Ozgen	Mudiyanselage	De Morris Walker
John Martin	Phoebe Pahng	Sharon Segrest	Lei Wang
John Martin	Eugene Paik	Ji-Yeon Seok	Zhonghui Wang
Huda Masood	Jingshu Pan	Jennifer Sexton	Zhengjun Wang
MaQueba Massey	Amrit Panda	Clau Sganzerla	Yingchun Wang
Blake Mathias	Sinyoung Park	Tushar Shah	Joyce C. Wang
Cynthia Maupin	Sanghyun Park	Nathapon Siangchokyoo	Shijian Wei
Charn McAllister	Owen Parker	Barjinder Singh	Kathleen Welsh
Bradley McCain	Cyriac Pattathil Joy	Athina Skiadopoulou	Jacob Whitmore
Rodney McCrowe	Joseph Patton	Vitaliy Skorodziyevskiy	Jacob Whitney
Mike McDaniel	Justin Pepe	Shona Smith	Terry Whittington
Ali Mchiri	Sara Perry	Rachel Smith	Natalie Wilde
Patrick McKay	William Phillips	Stephen Smulowitz	Dave Williams
Benjamin McLarty	Li Pingshu	Jeromy Snider	Jaime Williams
Mauricio Mercado	Rakoon Piyanontalee	Pol Solanelles	Gavin Williamson
James Meurs	Ajay Ponnappalli	Xiaochuan Song	David Woehr
Chao Miao	Jeanine Porck	Curtis Sproul	Mengjie Xu
Steve Michael	Jonathan Preedom	Abhishek Srivastava	Le Xu
Jennifer Milczewski	Beatrisa Pucalev	Saurabh Srivastava	Jiaju Yan
Angela Miles	Niken Putri	Samantha Stalion	Bo Yang
Mackenzie Miller	Sophia Quick	Clarissa Steele	Jinxin Yang
Andrew Millin	Floyd Quinn	Ivan Steenkamp	Victoria Yates
Joshua Mitchell	Samina Quratulain	Idrissa Stephen	John Ybarra
Deborah Mixson-Brookshire	Majid Rahimi	Kyle Stockdall	Mehmet Yetim
Kelechi Mmuobuikwe	Saba Rahimian	Christopher Stone	Sangok Yoo
Kristie Moergen	Alex Rainville	Sonia Strano	Seoin Yoon
Young-Kook Moon	Sidharth Ramsinghane	Hyunji Suh	Leyuan You
Marleth Morales Marengo	Sarah Rana	David Sullivan	Lu Yu
Juan Carlos Morales-Solis	Brent Reed	James Summers	Zhenyu Yuan
Francisco Moreno Gonzalez	Peng Ren	Malavika Sundararajan	Aten Zaandam
Laura Morrow	Darryl Rice	R. Gabrielle Swab	Anna Zabinski
Muhammad Muhammad	William Ritchie	Seyedehmaryam	Jing Zhang
Allona Murry	Denise Robb	Tabarhosseini	Yifan Zhang
Ryan Musselman	Bryan Rogers	Md Farid Talukder	Kaiqi Zhang
Phyu Phyu Myint	Jenna-Lyn Roman	Matheus Tardin	Yue Zhang
Joyce Nabisaalu	João Fernando Rossi	Kevin Taylor	Shunzhi Zhang
Andrea Neely	Mazzoni	Jake Telkamp	Yi Zhang
Chi Nguyen	Chrissann Ruehle	Rebecca Thacker	Zejun (Jenny) Zhao
Wei Ning	Zachary Russell	Chase Thiel	Xin Zheng
Enzo Novi Migliano	Raina Rutti	Sophia Thomas	Yuyang Zhou
Mansura Nusrat	Misty Sabol	Kristina Tirol-Carmody	Feigu Zhou
William Obenauer	Rajeev Sawant	Mariana Toniolo-Barrios	William Zhou
Chioma Okpalaekwe	Joseph Schaefer	Stephanie Torrico	
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Elisa Operti	Jerry Schoenfeld	Devdutt Upadhye	
		Hamid Vahidnia	

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Special thanks to:

- College of Business and Economics at Towson University
- Culverhouse College of Business at The University of Alabama
- Department of Management and Information Systems at Mississippi State University
- Department of Management at The University of Memphis
- East Carolina University College of Business
- First Horizons Bank
- Haslam College of Business at The University of Tennessee Knoxville
- Interpretive Simulations
- Mays College of Business at Texas A&M University
- Mitchell College of Business at the University of South Alabama
- Parker College of Business at Georgia Southern University
- Price College of Business & Gene Rainbolt Graduate School of Business at The University of Oklahoma
- Rawls College of Business at Texas Tech University
- Robert C. Vackar College of Business & Entrepreneurship at The University of Texas Rio Grande Valley
- School of Business at College of Charleston
- School of Management at University of Buffalo
- SMA Fellows
- Strome College of Business at Old Dominion University
- The People Center at G. Brint Ryan College of Business University of North Texas
- University of Mississippi

2024 Meeting of the Southern Management Association Program

Tuesday, October 29

SMA Stuffing Party

11:00 AM - 2:00 PM
Salon Del Rey B

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

Conference Registration and Solutions Desk

5:00 PM - 7:00 PM
La Corona

Early Arrival Reception

7:00 PM - 8:30 PM
La Vista

Join in and connect with other consortia participants.

Late Night SMA: Line Dancing 101

8:30 PM - 10:00 PM
La Vista

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 me 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 PJ. If you are willing to try, a good time is guaranteed.

Presenter: Paul Johnson (University of Mississippi), Micki Kacmar (University of South Alabama) and G. James Lemoine (SUNY - University at Buffalo)

Wednesday, October 30

Southern Golf Scramble

6:45 AM - 12:30 PM

Willow Springs Golf Course

Come join your colleagues for our Annual SMA Golf Scramble at [Willow Springs Golf Course](#) (202 Frost Bank Center Dr, San Antonio, TX 78219). Group size up to 24. Tee times begin at 8AM, transportation to the course will begin at 6:45AM. Open registration closes on October 14, 2024. Consortia participants cannot participate in the scramble.

Cost: \$70

Facilitator: Jon Carr (North Carolina State University)

Consortia and SMA Board Member Breakfast

7:30 AM - 8:30 AM

El Mirador

Sponsored by the University of Tennessee Knoxville's Haslam College of Business - Department of Management & Entrepreneurship

Conference Registration and Solutions Desk

8:00 AM - 9:00 AM

La Corona

Early-Stage Doctoral Consortium - Pre-registration Required

8:30 AM - 5:00 PM

Salon Del Rey B

Speakers: Carla D. Jones, Wendy Bedwell, Ran Bi, Alanna Hirshman, Fahid Jahantab, Huda Masood, Marla White, Derek Avery, Connor Lubojacky, MaQueba Massey, Shona Smith, Mike Withers, Poonam Khanna, Nick Mmbaga, Kristie Moergen, Michael Abebe, Patrick McKay, Aneika Simmons

Sponsored by University of Buffalo's School of Management

Late-Stage Doctoral Consortium - Pre-registration Required

8:30 AM - 5:00 PM

Salon Del Rey C

Speakers: Jay O'Toole, Bruce Lamont, Min Geiger, Dave Arena, Melissa Cardon, Sherry Thatcher, Wendy Bedwell, Andrew Hanna, Andrea Marquez, Bob Bonner, Jen Sexton, Jose Lopez, Karen Landay, Ivana Milosevic, John Bush, Kai Xu

Sponsored by Towson University's College of Business & Economics - Department of Management

Pre-Doctoral Consortium - Pre-registration Required

8:30 AM - 5:00 PM
Salon Del Rey A

Speakers: Meagan Baskin, Melissa Cardon, Joel Carnevale, Jeffrey Chandler, Parker Ellen, Rachel Frieder, Scott Geiger, Thomas Greckhamer, Nathan Hayes, Kris Irwin, Karen Landay, Michael Lerman, Kristen Madison, Liam Maher, Laura Marler, Shawn McClean, Aaron McKenny, Tyge Payne, Jonathan Preedom, Matthew Rutherford, Alex Scrimshire, Sohrab Soleimanof, Jacob Waddingham, Alexis Washington

Sponsored by

Texas A&M University's Mays Business School - Department of Management

University of Oklahoma's Price College of Business - Management & International Business

Executive Team Meeting - Invitation Only

9:00 AM - 10:00 AM
The Stetson

SMA Coffee Break

10:00 AM - 10:30 AM

Locations outside of La Corona and La Condesa

Toyota Plant Tour

10:00 AM - 1:00 PM
Toyota Plant

At **Toyota Texas**, over 3,400 team members build Toyota's Tundras and Sequoias. This is the only place in the world building the Tundra. A new vehicle rolls off the line about every 60 seconds! Join us for a tour of this massive production facility. Registration for this tour closes on 10/19/2024 due to Toyota requirements. Transportation provided. Consortia participants cannot participate in this tour.

Cost: \$30

New SMA Board Meeting - Invitation Only

10:30 AM - 12:00 PM
The Stetson

Consortia and Board Member Lunch – Invitation Only

12:00 PM - 1:00 PM
El Mirador

Sponsored by University of Houston's C.T. Bauer College of Business -
Department of Management & Leadership

JOM Calibration Meeting – Invitation Only

12:05 PM - 5:00 PM
La Condesa

Facilitator: Cynthia Devers (Virginia Tech University)

[Track 9: PDI Professional Development Institute](#)

JOMSR Pub Crawl - Invitation Only

1:00 PM - 4:00 PM
La Vista C

Facilitator: Robyn Brouer (University of South Alabama), William Gardner (Texas Tech University), Janaki Gooty (University of North Carolina at Charlotte), Maria Kraimer (SUNY University at Buffalo) and Scott Seibert (Rutgers University)

Conference Registration and Solutions Desk

1:00 PM - 6:15 PM
La Corona

Outgoing SMA Board Meeting - Invitation Only

1:15 PM - 4:30 PM
The Stetson

[Track 9: PDI Professional Development Institute](#)

CARMA@SMA: Experience Sampling: Design and Measurement

1:30 PM - 4:30 PM
La Vista DE

Join us for an enlightening workshop on "Experience Sampling: Design and Measurement," where we delve into the dynamic world of within-individual research methodologies. This comprehensive course will guide you through the theoretical underpinnings of experience sampling, offering a deep understanding of its significance in capturing real-time, real-world data. We'll explore the practicalities of study logistics, ensuring you're well-equipped to design and execute studies with precision and efficiency. We'll also dive into the intricacies of survey design, learning how to not only craft questions that yield meaningful and reliable responses, but also how to effectively administer these surveys with a focus on timing, frequency, and response optimization to ensure high-quality data collection. Whether you're a faculty member or PhD student, with experience in this approach or interested in trying it out, this workshop will provide you with the essential tools and knowledge to excel in the field of within-individual research.

Presenter: Joel Koopman (Texas A&M University)

CARMA@SMA: Introduction to Organizational Social Network Research

1:30 PM - 4:30 PM
La Vista AB

This workshop provides an introduction to social network research in organizations. Topics will include theoretical grounding for network studies, types of questions that can be answered, and different study designs and methodological approaches. We will provide practical recommendations for designing and conducting network studies and discuss the types of statistical models that are appropriate for analyzing relational data. Participants will have the option to conduct analyses (please bring your laptop) or to follow along as we calculate and interpret network measures and visualize social networks in organizations.

Presenter: Kristin Cullen-Lester (The University of Mississippi), Houston Lester (The University of Mississippi) and Seong Won Yang

Administrator Consortium - Pre-registration Required

1:30 PM - 5:00 PM
El Mirador C East

Speakers: Claudia Cogliser, Nikos Dimotakis, Bill Gillis, Lucy Gilson, Amy Henley, Stacey Kessler, Don Kluemper, Maria Kraimer, Lisa Lambert, Patricia Lanier, Tim Madden, Lou Marino, Paul Spector

Sponsored by Florida State University's College of Business - Organizational Effectiveness Institute

Faculty Consortium - Pre-registration Required

1:30 PM - 5:00 PM
El Mirador C West

Speakers: Allen Amason, Lucy Gilson, Amy Henley, Liz Karam, Hettie Richardson

SMA Coffee and Snack Break

3:00 PM - 3:30 PM

Locations outside of La Corona and Conference Center (top floor) Lobby

Sponsored by Old Dominion University's Strome College of Business - Department of Management

SMA Exhibitors

3:00 PM - 5:00 PM
Conference Center Lobby - Top Floor by Elevator Bank

SMA Awards Celebration

5:30 PM - 6:30 PM
La Vista
Sponsored by Sage

Oktoberfest Welcome Reception

6:30 PM - 8:00 PM
Prost Haus - Offsite

Yes, we know Oktoberfest begins in September and ends in early October. But we meet in October, so why not. Come enjoy samplings of schnitzel, bratwurst, and other German style fare at Prost directly adjacent to the Hilton Palacio Del Rio. Indoor space, as well as a large beer garden will be complemented by traditional beer garden music. Thirty minute river tours will also be offered during this reception. Come and network with other SMA members. Ein Prosit!

Sponsored by

University of Tennessee at Chattanooga's Gary W. Rollins College of Business - Department of Management

University of Texas at San Antonio's Alvarez College of Business - Department of Management

Oktoberfest Welcome Reception Guided Boat Tours

6:30 PM - 8:00 PM
Prost Haus - Offsite

Enjoy a guided tour of the Riverwalk via boat with other SMA members. Spots are limited with some tickets available at registration and some tickets available on site at the Oktoberfest Reception. Tickets are complimentary for members and tours will be begin outside the Prost Haus by the river.

Sponsored by Clemson University's Wilbur O. and Ann Powers College of Business - Department of Management

Late Night SMA: Improv

9:00 PM - 10:30 PM
La Vista

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!

Sponsored by University of North Texas G. Brint Ryan College of Business -The People Center

Facilitator: Karen Landay (University of North Texas) and G. James Lemoine (SUNY - University at Buffalo)

Thursday, October 31

Consortium Debrief - Invitation Only

7:30 AM - 8:30 AM
La Duquesa

Coffee Networking Break

8:00 AM - 8:30 AM

Locations outside of La Corona, La Condesa, as well as Conference Center (top floor) Foyer and Lobby

Sponsored by

University of Texas Rio Grande Valley's Robert C. Vackar College of Business & Entrepreneurship -
Department of Management

SMA Exhibitors

8:00 AM - 4:00 PM
Conference Center Lobby - Top Floor by Elevator Bank

Conference Registration and Solutions Desk

8:00 AM - 5:35 PM
La Corona

Track 6: Organizational Behavior

Broad Strokes of Diversity Research

8:30 AM - 9:30 AM
La Vista F

Facilitator: Sharon Segrest (University of South Florida)

Title: Understanding the Dynamics of Status Incongruence: A Sensemaking and Self-Expansion Perspective

Authors: **Joy O. Ibedionu**¹, Dan N. Chen², Ifeyimika O. Ajaiyeoba³

¹The University of Texas at Arlington, Arlington, TX, ²University of Texas-Arlington, Arlington, TX, ³University of Wisconsin-Parkside, Rockton, IL

The workplace has changed significantly over the last decade. For instance, the abandonment of seniority-based promotion systems in favor of merit-based promotion systems has led to an increase in the number of older employees, with more education, work experience, and organizational tenure being supervised by younger employees, with less education, work experience, and organizational tenure. This phenomenon is referred to as status incongruence. This paper focuses on status incongruence and its effects on subordinate and supervisor interactions. While this situation often produces adverse outcomes, we apply sensemaking and self-

expansion theories and propose that employees seek avenues to grow and improve themselves, thereby contributing to higher leader-member exchange (LMX) between employees and their supervisors. Additionally, we theorize on a moderated-mediated model in which status incongruence influences employees' supervisor-directed affective commitment. Theoretical and practical implications are discussed, along with future research directions.

Title: A Qualitative Exploration of Race and Gender on Emotions at Work

Authors: **Terrance L. Boyd**¹, Michael Johnson²

¹Texas Christian University, Fort Worth, TX, ²Louisiana State University, Baton Rouge, LA

In this study, we use a grounded theory approach to develop a framework on emotion work through the intersection of race and gender in the workplace. We present this theoretical model that emerged from analyzing our qualitative data comprised of 33 interviews with managers across various industries. Specifically, we conduct a series of in-depth semi-structured interviews to explore the emotions that men and women managers from the three largest racial or ethnic groups in the United States – White/Caucasian, Hispanic/Latino/a, and Black/African American communities, respectively (U.S. Census Bureau, 2020) – express in the workplace, their targets, and contexts. Our data suggest a four-step sequence when facing an affective event whereby managers (1) acknowledge intersecting social identities, (2) engage in psychological processes where they contemplate cognitive judgments, (3) consider boundaries to emotional expression, and (4) engage in emotional expression. This qualitative approach both allows us to explore the social cognition of emotions and to evaluate the nature and emergence of felt and displayed emotions more openly along with their consequences in the workplace.

Title: Extravert Ideal? Extraversion Diversity and its Impact on Team Creativity

Authors: **Phoebe Pahng**¹, Sung Mo Kang², Jake Telkamp³

¹California State University, Sacramento, Sacramento, CA, ²Cornell College, Mount Vernon, IA, ³Augusta University, Augusta, GA

This study examines the impact of extraversion diversity on team creativity, integrating theoretical insights from social categorization and information processing frameworks. The research explores how diverse personality traits, specifically introversion and extraversion, influence team dynamics and creativity through the lens of the Categorization-Elaboration Model (CEM). The model posits that information elaboration acts as a critical mediator in transforming extraversion diversity into enhanced creative outcomes, with team procedural justice serving as a moderating factor that bridges informational divides and ensures equitable team participation. The findings reveal that while extraversion diversity can enhance team creativity via effective information elaboration, this relationship is significantly strengthened under conditions of high procedural justice, thereby underscoring the importance of fair and inclusive team environments. This study contributes to the literature on team diversity and creativity by providing a nuanced understanding of how personality diversity affects team processes and outcomes in organizational settings.

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

Enhancing Work Meaningfulness and Employee Retention

8:30 AM - 9:30 AM

La Vista DE

Facilitator: Aaron Spaulding (Mayo Clinic)

This session focuses on enhancing work meaningfulness and employee retention within the hospitality and healthcare industries. It will explore various factors that contribute to a meaningful work experience in the

hospitality sector, including financial well-being, need-supply fit, and job enlargement. Additionally, it will examine the nonlinear and interactive effects of employee engagement and psychological safety on creative problem-solving in healthcare services. The session will also address critical factors predicting nurse turnover intentions, such as workload and organizational constraints, offering insights into strategies to improve employee retention and satisfaction. Join us to understand how these key influences and strategies can foster a more motivated, creative, and stable workforce in service industries.

Title: Let Me Do My Job! How Workload and Organizational Constraints Predict Nurse Turnover Intentions

*** Best Paper in Track 2**

Authors: **Karen M. Landay**¹, Steven Chesnut², Anita J. Skarbek³, Aimee McDonald⁴, Joseph R. Schaefer⁵, David F. Arena⁶, Mei R. Fu⁷

¹University of North Texas, Denton, Texas, ²University of Missouri-Kansas City, Kansas City, Missouri, ³University of Missouri-Kansas City School of Nursing - Kansas City, MO, Kansas City, MO, ⁴Kansas City VA Medical Center, Kansas City, MO, ⁵The University of Mississippi, Oxford, Mississippi, ⁶University of Texas, Arlington, Dallas, Texas, ⁷University of Missouri-Kansas City, Kansas City, MO

Accelerated by the COVID-19 pandemic, the nursing profession continues to experience a crisis due to unprecedented levels of burnout and turnover. Using conservation of resources theory, we investigated workload – operationalized as perceptions rather than an objective measure – and organizational constraints as antecedents to these harmful outcomes. In a three-wave sample of U.S. nurses ($n = 300$), structural equation modeling revealed that organizational constraints, but not workload, increased turnover intentions through the mediator of increased exhaustion. In contrast to most nursing studies, which focus only on emotional exhaustion, we utilized the Oldenburg Burnout Inventory, which encompasses emotional, physical, and cognitive exhaustion. The results of our study (1) demonstrate that workload alone is not responsible for exhaustion and (2) highlight the consequences of impediments stemming from the organization itself in the form of factors such as lack of equipment for patient care or interference from coworkers or supervisors. Taken together, our findings offer key implications for conservation of resources theory and healthcare organizations.

Title: Creative Problem-solving in Healthcare Services: Nonlinear and Interactive Influences of Employee Engagement and Psychological Safety

Authors: Eric J. Michel¹, **Heidi M. Baumann**², Laurence Weinzimmer³

¹Northern Illinois University, Orland Park, IL, ²Illinois State University, Normal, Illinois, ³Bradley University, Peoria, IL

Under what conditions does healthcare service employee (HSE) engagement positively relate to creative problem-solving? In this manuscript, we seek to answer this question by examining the potential for linear and nonlinear relationships linking the intrinsic motivational properties of HSE engagement with creative problem-solving. Drawing on conservation of resources (COR) theory, we consider the extent to which individual perceptions of psychological safety act as a boundary condition of this relationship. In particular, we propose that higher perceptions of psychological safety are necessary for HSEs to leverage engagement resources for creative problem-solving, an inherently risky work behavior. We empirically examine our contentions within a sample of 1,026 frontline nurses and their immediate supervisors drawn from a large hospital system in the United States, and our findings largely support our predictions. Specifically, the results of this study suggest that there are diminishing returns of HSE engagement for creative problem-solving under conditions of lower psychological safety (i.e., a nonlinear relationship), while a positive linear relationship emerges under conditions of higher psychological safety. As such, this study contributes to the collective understanding of effective healthcare management practices within healthcare service environments by emphasizing that HSEs must not only be engaged, but also psychologically safe, to contribute to the organization through creative problem-solving.

Title: Enhancing Work Meaningfulness in the Hospitality Industry: The Roles of Financial Well-Being, Need-Supply Fit, and Job Enlargement

Authors: Justin B. Keeler¹, **Raina M. Rutti**², Christopher B. Stone³, Sesan Adeniji², Na Rae Cho²

¹Wichita State University, Maize, KS, ²Wichita State University, Wichita, Kansas, ³Wichita State University, Wichita, KS

This study investigates how personal financial well-being (PFW), a personal narrative, and need-supply fit (NSF), a characteristic adaptation, influence meaningful work and job satisfaction. We explored an alternative measure of job enlargement to encompass a more holistic approach that can offer depth in tasks, skills, and duties. Our research involved a study of 158 employees in the hospitality industry, specific to a corporate social responsibility (CSR) driven restaurant chain. Participants accessed an online survey and were from the United States. The results of our study suggest that PFW and NSF do not jointly work together as predictors but rather in independence to explain job satisfaction via the mediation of meaningful work. Furthermore, our alternative measuring technique of job enlargement (with face and content validation) demonstrated significance in moderating the relationship between NSF and meaningfulness and the conditional indirect path to job satisfaction via meaningfulness. The findings provide an understanding of when job enlargement can play an important role in a service employee with low NSF and low meaningfulness to experience the opposite when they experience an increase in job enlargement. In addition, our study provides managerial insights on the influence of specific predictors to pay attention to in a high-turnover service business within hospitality. This research not only provides new contexts for understanding PFW and NSF but also demonstrates the innovative use of a new technique to understand the depth and diversity of duties specific to job enlargement.

KEYWORDS: Need-supply fit, Financial well-being, Job enlargement, Meaningful work, Job satisfaction,

Track 1: Entrepreneurship and Family Business/Technology and Innovation

External Influences on Entrepreneurial Success: Team Dynamics, Historical Ties, and Emotional Engagement

8:30 AM - 9:30 AM

El Mirador B West

Facilitator: Jacob Waddingham (Texas State University)

Title: TEMPERED COHESION: THE IMPACT OF TEAM DYNAMICS ON START-UP FUNDING OUTCOMES

Authors: **Dalhia Mani**¹, Abu Rehan Abassi², Ipsu Khadka³

¹IIMB, Bangalore, Karnataka, India, ²IIMK, Kashipur, Lucknow, India, ³University of South Carolina

Prior research on gender-role and diversity in teams predicts that mixed-gender teams are more likely to get funded in complex context where the positives of multiple perspectives outweigh the negatives of increased conflict. We nuance this prediction by relying on the theory of threat perception, which suggests that majority group members feel threatened when the proportion of minority members increases. Once the majority members feel threatened then they stop supporting minority members views and hence lose the advantages of diversity of perspectives. We apply this theory to the context of technology startups and predict that unbalanced teams (where either men or women are a clear majority), and especially those teams where the team's majority gender matches the lead founder's gender (example, a female majority founding team with a female CEO-founder), are most likely to enjoy positive funding outcomes because threat perception is least in these groups. We find systematic evidence of these relationships, using data from Indian technology start-ups from 1990 to 2015. These findings extend existing theories on diversity and gender-role theory, by specifying

under what conditions conflict gets activated and makes it difficult to take advantage of multiple perspectives. Substantively, it adds to our understanding of how gender diversity impacts founding team performance. It also adds to our understanding of an understudied and important context, the Indian technology industry, and shows that baseline predictions in the gender and diversity team literature hold in this context. In addition, this study nuances and clarifies existing literature and understanding.

Title: Historical Ties as an External Enablement of Entrepreneurship

Authors: **Abdul-Kadir Ameyaw**, Florida Atlantic University, Boca Raton, Florida

While existing research has explored various environmental changes and their impact on venture creation, the literature has focused on macro patterns leading to increased business start-up rates. This study examines the dynamic interplay among external enablers and their connection to micro-level behaviors. Using insights from social identity theory and possible-self identity theory, the study conducts an in-depth qualitative analysis of 14 founders of new business ventures in Ghana, a unique context for the study due to regulatory changes encouraging venture creation among descendants of enslaved people. The findings expand our understanding of the venture creation process, explicitly linking macro-level patterns to micro-level behavior, and advance identity research in entrepreneurship by revealing the influence of founders' identity structures shaped by historical ties on entrepreneurial action and outcomes.

Title: Tugging on their Heartstrings: The Role of Backer Empathy on Crowdfunding Intentions

Authors: Mark Packard¹, Joel Andrus², **David W. Sullivan**³, Lauren R. Locklear⁴

¹Florida Atlantic University, ²University of Missouri, ³University of Houston, Houston, TX, ⁴Texas Tech University, Lubbock, Texas

Empathy in entrepreneurship is primarily studied from the perspective of the entrepreneur's ability to empathize with their target market because doing so allows them to better understand what their customers' needs are and solve their problems. While of course crucial, entrepreneurs' cognitive processes are not the only that matter. Instead, entrepreneurship is a cooperative endeavor, reliant upon the judgments and actions of others including customers, investors, and other stakeholders. Therefore, the purpose of the current research is to understand the role of backer empathy in reward-based crowdfunding success and the boundary conditions under which backer empathy is activated. To test our hypotheses, we employ two Kickstarter vignette-based experiments. Results of our research demonstrates that backer empathic concern is positively related to backer's intent to fund crowdfunding campaigns and that backer perceived similarity with the entrepreneur augments this relationship. In doing so, our research extends current understanding of empathy in entrepreneurship to focus on the entrepreneur as the *target* of external stakeholders' empathy. Thus, the role of empathy in entrepreneurship is more expansive than has previously been recognized.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Global Entrepreneurship Dynamics: Perspectives and Challenges

8:30 AM - 9:30 AM
El Mirador C West

Facilitator: Haley Hutto (Indiana University)

Title: Born Global or International New Ventures: Bridging the Gap Between Developed and Emerging Economies

Authors: **Marleth J. Morales Marengo**¹, Vishal K. Gupta², Stanford A. Westjohn
¹*The University of Alabama, Tuscaloosa, Alabama*, ²*The University of Alabama, Tuscaloosa, AL*

Born Global firms refer to companies/organizations that internationalize rapidly from inception, often prioritizing global markets over domestic ones. Despite the rising influence of emerging economies in the global arena, BG research predominantly centers on developed economies, leaving key research voids. We offer an in-depth critical analysis of BG scholarship, with a comprehensive examination of 149 BG-relevant studies over three decades, revealing an underrepresentation in premier journals, geographical biases, and a need for thematic unity. The European context dominates BG research, primarily anchored in the International New Venture Framework, followed by Internationalization Theory, with a conspicuous absence of insights from emerging economies. This study illuminates the pressing need for a more inclusive and multidisciplinary approach to BG research, particularly in the context of emerging markets. By cataloging and critically evaluating extant literature, we aim to refine the BG research narrative, offering a foundation for future scholarly endeavors in entrepreneurship, international business, and related disciplines.

Title: Questioning the Empowerment Narrative: A Critical Look at Women's Entrepreneurship in Sub-Saharan Africa

Authors: **Diana M. Hechavarria**¹, Arielle Newman², Deema Sonbol³, Steven Brieger³
¹*Texas Tech University, Lubbock, TX*, ²*University of Southern Mississippi, Hattiesburg, MS*, ³*University of Sussex, United Kingdom*

This study critically examines the role of women's entrepreneurship in promoting empowerment, particularly in the non-Western context of Sub-Saharan Africa (SSA). We adopt an integrative approach that blends human empowerment theory with critical realism, challenging conventional Western-centric views that overwhelmingly posit entrepreneurship as empowering. Utilizing an explanatory sequential mixed-methods design, we incorporate a quantitative analysis of micro-level data from the World Values Survey and Afrobarometer, as well as a qualitative ethnographic study of the Kejetia marketplace in Kumasi, Ghana, a region known for its vibrant entrepreneurial culture. Our findings reveal a paradox: We show that women entrepreneurs face disempowerment across multiple dimensions—existential, psychological, and institutional. At the individual level, women entrepreneurs tend to be less empowered than their salaried employed counterparts, while they are only marginally more empowered than unemployed women or homemakers. Our qualitative analysis interviews reveal that women entrepreneurs are caught in a disempowering cycle, as they run their own businesses out of necessity, while at the same time, their entrepreneurial activity contributes to their disempowerment.

Title: International Entrepreneurship: A Bibliometric Review And Research Agenda

Authors: **Lantao Cao**¹, Sibel Ozgen²
¹*Stevens Institute of Technology, Hoboken, New Jersey*, ²*Stevens Institute of Technology, Hoboken*

Drawing on 508 publications from 1989 to 2023 and incorporating bibliometric data from three databases, this study reviews and integrates the literature on international entrepreneurship (IE). Findings offer insights into a) collaboration patterns within the field, b) distinct approaches to studying IE, c) research hotspots, and d) the temporal evolution of the IE field, highlighting emerging, declining, and core themes across four time periods. Furthermore, this study represents a methodological advancement by combining multiple databases to analyze bibliometric data. Combined with the firm life cycle theory, we explore new trends and shifts in academic focus in the IE field. Overall, this study offers valuable perspectives on the historical development of the IE field and provides meaningful implications for domain evolution, setting a foundation for future scholarly endeavors.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Innovation and Networks

8:30 AM - 9:30 AM
La Condesa

Facilitator: Kenneth Obunadike (Mississippi State University)

Title: Creating a Shared Learning Orientation in Entrepreneurial Mentoring through Balanced Feedback Exchange

Authors: **Walter Davis**, School of Business, University, MS

Entrepreneurial mentoring holds great promise as a tool for developing entrepreneurs, but mentoring relationships often fail to live up to this promise. We describe how feedback exchange shapes the enactment, and often the success, of mentoring relationships. Feedback is not just a piece of information or a one-time event; it is a dynamic process that takes place within the context of the development of a new business venture. The content of a feedback message can be development oriented (focused on acquisition of knowledge and skills), demonstration oriented (focused on demonstrating concept capabilities), and/or de-risking oriented (focused on avoiding mistakes and minimizing risk). Each type of feedback may be useful, depending on the nature of the relationship, stage of development, and individual differences of the mentor and entrepreneur. In high quality relationships, feedback exchanges are balanced in content, and open to continued development. Ideally, the mentor and entrepreneur develop a “shared learning orientation” that guides entrepreneur development and venture success.

Title: From me to we: The evolution of innovation networks in times of downturns

Authors: **Elisa Operti**¹, Amit Kumar²

¹ESSEC Business School, Cergy, Stato, France, ²Warwick Business School, United Kingdom

This paper investigates exogenous drivers of regional innovation network evolution. We study how the 2007-08 Financial Crisis influenced the logic driving formation of collaboration ties between inventors, and the resulting network structure. Existing research on social capital has identified two perspectives on network formation: an instrumental approach and a community-oriented approach. Based on behavioral research, we propose that while facing a crisis, individuals shift their emphasis from advancing self-interests to pursuing collective good of their community. Accordingly, we hypothesize that regional innovation networks become more connected and less hierarchical during downturns while less connected and more centralized during economic growth. We tested these hypotheses using data describing the evolution of the co-inventing networks of US Metropolitan Statistical Areas (MSA) between 2002 and 2014, before and after the 2007-8 Financial Crisis.

Title: Organizational Justice and the Flow of Knowledge in Family Firms: An Exchange Systems Perspective

Authors: **Destiny Orr**, Mississippi State University, Starkville, Mississippi

Effective knowledge flow is critical for the long-term success of family firms. Prior studies have generally examined knowledge flow in two areas: the succession process and entrepreneurial orientation. This study provides a more comprehensive view of three aspects that contribute to knowledge flow— knowledge sharing, knowledge hiding, and knowledge hoarding. I explore the relationship between organizational justice perceptions of family firm employees and its influence on their decisions to engage in the different knowledge flow behaviors. Using social exchange theory, I investigate the influence of generalized and restricted exchange systems on these relationships. By emphasizing the role that norms of reciprocity play, I propose that

generalized systems of exchange in family firms better aid the flow of knowledge between family and nonfamily employees.

Track 6: Organizational Behavior

Relational and Team Dynamics: The Role of Deviance

8:30 AM - 9:30 AM
La Vista AB

Facilitator: Pierre Andrieux (Louisiana Tech University)

Title: One Bad Apple Spoils the (Perceptual) Barrel: How One Member’s Unethicality Undermines Helping Behavior in Teams

Authors: **Chase Thiel**¹, Troy Smith², Richard Gardner³, Shawn McClean⁴, Michael Matthews⁵

¹University of Wyoming, Laramie, WY, ²University of Nebraska, Lincoln, Nebraska, ³University of Nevada, Las Vegas, Las Vegas, NV, ⁴The University of Oklahoma, Norman, Oklahoma, ⁵The University of Oklahoma, Norman, OK

Teams have become ubiquitous in modern organizations because of the many advantages they offer over individuals working independently, an advantage that depends in part on team members continuing to help one another. Yet, many teams include “bad apples,” members who are prone to unethical conduct—behavior that may erode subsequent helping behaviors among team members. Moving beyond the behavioral contagion paradigm, we examine whether the presence of one unethical team member negatively influences team functioning even when their unethical behavior does not spread among team members. Integrating group attribution and social exchange theories, we argue that perceptions of team integrity are significantly lower among teams with just one bad apple, and that, consequently, members on those teams are significantly less likely to help one another. Across an experiment and field study, we find converging support for our predictions. Given the prevalence of teams and bad apples in organizations, this work has important theoretical and practical implications for understanding team perceptions and behaviors.

Title: “Then, just quit!”: An integrative review of the dyadic and relational nature of workplace gaslighting

Authors: **Samantha Stalion**, University of North Carolina, Greensboro, Bloomington, Indiana

Almost a century after the phenomenon of gaslighting was introduced into western society, a growing interest in the term has steadily emerged across communities of practice, with most-recent traction gaining within organizational sciences. Yet, a consensus on a single definition of the concept and agreement on the intentionality of perpetrators’ gaslighting behaviors as well as the dyadic nature of the phenomenon remains elusive. This integrative review examines the commonalities among and differences between gaslighting conceptualizations across communities of practice, thereby offering a novel nomological network for the study of gaslighting in the context of social exchange relationships at work.

Title: Gossip in a Group’s Life: Gossip Functions During Different Stages of Group Development

Authors: **Bina Ajay**¹, Achira Sedari Mudiyansele²

¹Sam Houston State University, Huntsville, TX, ²Austin Peay State University, Clarksville, Tennessee

Scholars have examined several functions that gossip serves for groups – information sharing, ego enhancement, social integration, and social segregation – and consequent outcomes for the groups and its members. However, there are conflicting findings around whether such gossip is beneficial to the group/members or hurts them. We argue that considering the changing role of gossip across the stages of a group’s development can help address some of these contradictions. Specifically, we develop a conceptual framework to highlight the configurations of gossip functions that can lead to more beneficial (rather than

harmful) outcomes at each stage of a group's development. We also discuss the role of a hitherto underexamined function of gossip – status enhancement of a group vis-à-vis outgroups. Through our framework, we contribute to both the gossip and group development literatures. Practically, our framework indicates how managers in organizations can channel gossip to help groups at different stages of their life cycles.

Track 7: Strategic Management

Retaliatory Responses, Uniqueness, and CEO Attention

8:30 AM - 9:30 AM
El Mirador C East

Facilitator: Athina Skiadopoulou (University of Alabama)

Title: Strategic Retaliatory Responses and its Long-term Effect on the Response Firm's Value Creation

Authors: **Rohan Karri**¹, Cynthia E. Devers², Manisha Singal²

¹Virginia Tech, Blacksburg, Virginia, ²Virginia Tech University, Blacksburg, VA

Prior research on competitive dynamics has studied the effects of strategic retaliatory responses on the action firm. However, there has been little research regarding its effect on the response firms - especially in contexts that compel firms to regularly engage in competitive interactions. While participating in strategic competitive interactions may seem rational for firms unwilling to lose their competitive parity, we argue that repetitive engagement is detrimental for the response firms in the long run. To test our hypotheses, we study airlines in a high concentrated sector. By studying two different types of strategic retaliatory responses viz., M&As, and increase in fleet size, we note how repetitive strategic retaliatory responses may negatively affect the response firms. Our findings show that retaliatory M&As negatively affect value creation, whereas retaliatory increase in fleet size has a positive effect. As such, we propound that certain types of strategic retaliatory responses may benefit response firms and effectively convey the firms' willingness to retain its competitive parity.

Title: Firm Information Environment and The Uniqueness Paradox

Authors: **Kamyar Goudarzi**¹, Majid Majzoubi²

¹College of Charleston School of Business, Charleston, SC, ²Schulich School of Business, York University, Toronto, Ontario

This paper examines how the information environment of firms influence their tendency to adopt unique strategies. A challenge with a unique strategy is that while it can create a competitive advantage, it imposes a greater information burden on investors to appraise and can therefore be discounted on the market, leading firms to potentially compromise on the uniqueness of their strategies. An efficient information environment can reduce the uniqueness discount, enabling firms to adopt more unique strategies. Yet, an efficient information environment can also reveal the value of a unique strategy to competitors and invite imitation or retaliation, eroding the expected competitive advantage from a unique strategy. We examine this tension and argue that firms are likely to be more responsive to the immediate pressure from the market than the potential threat of imitation or retaliation from peers. We hypothesize that efficient information environments increase strategy uniqueness, but less so for complex firms and when competition in the industry intensifies. We test these predictions on a sample of public U.S. manufacturing firms and find support for the hypotheses. Exploiting a plausibly exogenous shock to the information environment and a series of robustness checks and supplementary analyses present further supporting evidence.

Title: CEO Attention and Technological Innovation: the Moderating Role of Industry Dynamism

Authors: **gang fan**, the University of Texas at El Paso, el paso, texas

This study argues that CEO attention uniqueness is different from attention broadness in explaining innovation. With datasets of CEOs' earning call transcripts, patent applications, ExecuComp, and Compustat, this study examines 166 firms in the software and information technology industries (SIC 737) from 2010 to 2021. This study finds that CEO attention broadness has main effects on innovation, and the effects of CEO attention uniqueness on innovation are only pronounced under certain levels of industry dynamism. For future research, scholars shall further delineate the difference between attention uniqueness and attention broadness, explore more moderators, and leverage the attention dictionary developed in this study for more thorough content analysis.

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

Roundtable #1A - Executives and Boards

8:30 AM - 9:30 AM
Salon Del Rey B

Facilitator: Mingang Geiger (Duquesne University)

Title: **They've Figured it Out! Gender Differences in Executive Language Style through Shareholders' Letters**

Authors: **Hazel Thu-Hien Nguyen**¹, Gabriela Flores²

¹Southwestern University, Georgetown, TX, ²Southwestern University, Georgetown, Texas

This paper studies the differences in written communication styles between women and men in top leadership positions. Specifically, shareholders' letters written by female and male CEOs are content analyzed along DICTION's five thematic indicators, *Activity*, *Optimism*, *Certainty*, *Realism*, and *Commonality*. Results show that, consistent with communication accommodation theory and role congruity theory, letters written by female CEOs are more comprehensible, emphasizing optimism, mutual understanding and rapport more than those written by male CEOs. Additionally, we find that the language in female CEO letters is also more resolute and authoritative, characteristics typically associated with male communication styles. Taken together our evidence suggests that female CEOs embrace both feminine and masculine communication styles in their letters to shareholders.

Title: **The effects of board racial diversity on social impact, injury rates, and firm level outcomes**

Authors: **Jorge Delgado**¹, María d. Triana², Orlando Richard³

¹University of Massachusetts, Amherst, Amherst, Massachusetts, ²Vanderbilt University, ³University of Massachusetts Amherst

Racial diversity within boards of directors (BODs) has the ability to influence a variety of firm outcomes. In this study, we take a stakeholder approach in examining the effect of BOD racial diversity on the social performance of the firm and the injury rates experienced by the firm's employees, along with firm performance as measured by return on sales (ROS). By conducting an analysis of archival panel data, we find a significant mediating effect of BOD diversity on decreased injury rates transmitted through the social performance of the firm. We also find a significant mediating effect of social performance on return on sales transmitted through the decreased injury rates. We discuss the implications of our findings on both stakeholder theory and on implications for the knowledge-based view of the firm.

Title: **Board Faultlines and Effectiveness of Corporate Governance**

Authors: **Kyle Stockdall**¹, Jian Zhou², James Vardaman³, Feigu Zhou⁴, Fan Zhang⁵

¹The University of Memphis, Memphis, TN, ²Nnkai University, Tianjin, China, ³University of Memphis, Memphis, TN, ⁴The University of Memphis Fogelman College of Business, Memphis, Tennessee, ⁵Nnkai University, China

This paper explores the impact of board composition on the effectiveness of corporate governance through the lens of group faultlines in Chinese state-owned enterprises (SOEs). We theorize that faultlines on SOEs' board influences boards' governance capabilities and executive tenure. Specifically, we hypothesize that board social category faultlines have a negative effect on executive turnover, and that board task-related faultlines have a positive effect on executive turnover. Board meeting frequency and corporate administrative rank moderate these relationships. This paper uses data on Shanghai- and Shenzhen-listed SOEs with mixed-ownership reform (MOR) in China from 2014 to 2021. Empirical results support our hypotheses. Our findings enrich literature on executive change and board faultlines.

Roundtable #1B - Conceptual Research - Activism, LGB, & DEI

8:30 AM - 9:30 AM
Salon Del Rey B

Title: Transcending The Misfit-Quit Model: Exploring Employee Profiles and Outcomes of Corporate Activism on Salient Social Issues
Authors: **Hannah Diab**, Ada, OK

As organizations have recently entered the sphere of public discourse and are taking stances on salient social issues, research has mainly focused on the effect of corporate activism on key stakeholders such as customers, shareholders, and job seekers. However, an important stakeholder has been overlooked: employees. Whereas most research on this topic merely depicts the outcome of those with low-value congruence (whose values are incompatible with the organization's) as departure from the organization while expecting the remainder of employees to socialize and conform, we argue that this view is too simplistic and does not reflect the nuance embedded in employee reactions and outcomes. Using a configural, person-centered approach, we use three dimensions (perceived value congruence, value strength, and perceived involvement expectation) to develop nine distinct employee profiles describing different employee profiles in reaction to their organization's corporate activism regarding a salient social issue. We draw on several theories (such as social impact theory and the spiral of silence theory) to predict various outcomes of employee profiles. We believe this research expands our understanding of fit and mirrors reality by transcending the misfit-quit perspective. Further, our research contributes to the nascent body of literature that connects macro-level concepts, such as corporate activism, to micro-level consequences, such as employee outcomes.

Title: LGB identity attitudes and work outcomes
Authors: **Rajdeep Kaur**, Auburn University, Auburn, Alabama

An individual's attitudes towards one's sexual orientation are expected to influence their emotions, which in turn can affect their workplace experiences. In this conceptual paper, I examine how positive and negative self-identity affects lesbian, gay, or bisexual (LGB) employees and can elicit the emotions of either shame or pride. I further explore how shame and pride affect productivity and emotional exhaustion and the moderating effect of perceived respect and the degree of outness in that relationship. Studies in the past have looked at how stigmatized individuals react to discrimination but have failed to explore what happens when individuals have positive or negative self-identities regarding their own sexual orientation and how it can impact their emotional experiences in the workplace. In this study, I use pride and shame as the mediating mechanism through which we can explain the workplace experiences of LGB employees.

Roundtable #1C - Diversity and Stigma

8:30 AM - 9:30 AM
Salon Del Rey B

Title: Money over DEI: The Detrimental Implications of Supervisors with Strong Bottom-Line Mentalities Ignoring Inclusive Leadership

Authors: **Darryl Rice**¹, MaQueba Massey², Jamila S. Maxie³

¹Miami University, Oxford, Ohio, ²Iowa State University, Des Moines, IA, ³University of Central Arkansas, Maumelle, Arkansas

A growing number of management scholars have connected supervisor bottom-line mentality (BLM) to various leadership styles (e.g., ethical, servant, abusive). We extend this collection of studies as we integrate supervisor BLM and inclusive leadership research. A core proposition of BLM research is that supervisors perceived as having strong BLMs prioritize financial gains above all else and neglect other responsibilities to their organization and employees. We leverage this proposition to explain the relationship between supervisor BLM and inclusive leadership. To accomplish this, we rely on signaling theory to explain that supervisors perceived as having strong BLMs signal to employees they are their unvalued and unwelcomed opponents and that leading inclusively is unimportant. As a result of this decreased inclusive leadership, employees respond with a countersignal of decreased work engagement. We also contend that supervisors perceived as having strong BLM devalue inclusive leadership in certain types of organizations. Thus, we argue that the adverse impact of the supervisor's BLM on inclusive leadership is weakened when supervisors are employed in organizations with relatively high levels of procedural fairness. Across three studies, we find support for our conceptual model. Theoretical and practical implications are discussed.

Title: What Do I Need to Do to Get a Little Help? Seeking and Receiving Help From an Intersectional Lens

Authors: William Luse¹, **Chantal van Esch**², Cleopatre Thelus³

¹University of La Verne, La Verne, California, ²California State Polytechnic University, Pomona, Pomona, California, ³Lone Star College-North Harris, Houston, Texas

This paper investigates intersectional identities in developmental relationships. The current study explores the ways in which race and gender intersections predict the likelihood that help is received and considers how women of color obtain the empowering help they need. Utilizing a longitudinal survey design we test the hypotheses that women and individuals identifying as people of color will need to engage in more help-seeking behavior to receive empowering help. Our results indicate that help-seeking behavior influenced the receipt of empowering help, and that women and individuals identifying as people of color had to engage in more help-seeking behavior to receive help than their White male peers.

Title: The Role of Stigma Characteristics in Workplace Devaluation: A Configurational Perspective

Authors: **Jiuyang Chen**¹, Michael Johnson¹, Bailey Bigelow¹

¹Louisiana State University, Baton Rouge, LA

Research has shown that stigma can significantly influence devaluation behaviors and attitudes in the workplace. However, empirical studies reveal that individuals exhibit varying levels of devaluation toward different stigmas. Despite this, there has been limited exploration into the mechanisms of the stigmatization process and how the interaction of stigma characteristics might affect an observer's attitude. This paper employs fuzzy-set/qualitative comparative analysis (fsQCA) to examine how these elements may interact to yield devaluation outcomes. We also discovered that devaluation is not only triggered by well-studied characteristics such as disruptiveness and controllability, but also by various combinations of stigma characteristics.

Track 4: Human Resources/Research Methods

Technology Integration in HRM

8:30 AM - 9:30 AM

La Vista C

Advancing HRM through Technology

Facilitator: ran bi (Texas Tech University)

Title: Integrating the TOE Model and Institutional Theory: Understanding AI Adoption in Organizations

Authors: **Thomas Chun Tung Kiu**¹, Jinxin Yang¹, Khurshid Hamid¹

¹*Hong Kong Metropolitan University, Hong Kong, Hong Kong*

The swift progression of advanced technologies, specifically artificial intelligence (AI) and data analytics, in the business sector has been extraordinary in the recent years. These technologies have revolutionized various facets of business operations, providing unparalleled opportunities for growth and efficiency. We have developed a CORNET framework in the current study by integrating the technology, organization, and environment (TOE) model from information systems research with institutional theory and examined the key factors that facilitate and hinder organizations' AI adoption behavior during performance management. This research adopted an interpretative approach to qualitative research and semi-structured interviews were conducted, with developers who managed between 4901 to 6849 organization accounts. We have found that the technology adoption is not solely propelled by rational decision-making or technological characteristics, but also by external institutional pressures. The interviewee's qualitative account illustrates that technology adoption is not a uniform process and adoption outcomes are significantly influenced by environment and organizational context. This understanding allows for a more nuanced comprehension of how organizations navigate and respond to external pressures, cultural norms, and cognitive beliefs when adopting HRM technologies.

Title: Navigating the Digital Frontier: Thriving in Remote Work through AI and Human Connection

Authors: **Lu Yu**¹, Zhu Xiaoxia², Hong Ren³

¹*Missouri State University, Springfield, MO*, ²*University of Wisconsin-Milwaukee, Springfield, MO*, ³*University of Wisconsin Milwaukee, Milwaukee, WI*

This study explores the complex interplay between artificial intelligence (AI) adoption and thriving in remote work environments. Addressing gaps in current research, we focus on how AI, when strategically implemented, can enhance continuous learning and development among remote workers. However, we argue that for genuine thriving, AI must be complemented by strong interpersonal relationships and a deep organizational understanding. Our findings reveal that while AI can significantly improve individual work outcomes, it does not replace the need for human interaction and relatedness. We propose a model where AI's effectiveness in fostering professional growth is moderated by the quality of social ties and the employee's comprehension of their role within the organization. This study not only contributes to the theoretical discourse on thriving in the digital era but also offers practical insights for a balanced approach to remote work, where technology and human connections coalesce to enhance thriving at work.

Title: Artificial Intelligence in Human Resource Information Systems: Measurement and Validation

Authors: **Misty Sabol**¹, Bradley G. Winton², Amanda Legate³

¹*University of South Alabama, Mobile, AL*, ²*The University of Southern Mississippi, Gulfport, MS*, ³*UT Tyler, Tyler, TX*

The rapidly increasing use of artificial intelligence within Human Resource Information Systems (HRIS) is revolutionizing human resource management, transforming traditional practices, and enabling enhanced decision-making, efficiency, and strategic alignment. However, the extent of AI integration and its implications remain underexplored. This study addresses this gap by developing and validating an AI-enabled HRIS reflectively measured construct. Through a rigorous methodology encompassing qualitative interviews, survey-based quantitative analyses, and scale validation procedures, a 16-item scale was constructed to assess AI's role across various human resource functions, such as recruitment, selection, and employee evaluation. Findings demonstrate the scale is reliable and valid, providing a comprehensive tool for measuring AI integration in HRIS. The study confirms the significance of transparency, trust, and perceived usefulness in the acceptance and effectiveness of artificial intelligence-enhanced HRIS to explain innovative behavior. Theoretical contributions include extending the technology acceptance models to the context of artificial intelligence in human resources management, while practical implications suggest pathways for organizations to leverage artificial intelligence technologies within HRIS optimally. Future research directions are proposed to expand the literature and improve practices relevant to artificial intelligence within the human resources function. This study bridges a critical gap in HRIS literature, offering a standardized measure of artificial intelligence integration and highlighting its strategic importance in modern human resource management.

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

Whose theory is it anyway?

8:30 AM - 9:30 AM
El Mirador B East

Facilitator: Kaushik Gala (Iowa State University)

Title: *The American Idol Next Door: Conforming Behavior, Media Attention and Achieving Celebrity*

*** Best Doctoral Paper in Track 3**

Authors: **Tan Kim**¹, Timothy Pollock²

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

We draw on the celebrity and categories literature to explore how unknown actors' conforming and non-conforming behaviors affect their ability to advance in a celebrity certification contest, the media's role in this process, and how the timing of their conforming and nonconforming actions affect their influence. We use data on competitors during the first fifteen seasons of *American Idol* to explore how the extent to which competitors' song choices conform to their initial musical genre affects their ability to advance in the competition. We also explore how this relationship is affected by the media coverage they receive, and when the behaviors and coverage occur. We find that conforming to a certain genre increased the likelihood they advanced in the competition. However, this base relationship was influenced by both the individual's media visibility and the timing of when it occurred. We found evidence that media visibility attenuates, and can even reverse, the effect of conformity, but only during the early phase of audiences' exposure to the actor. Our study contributes to our understanding of celebrity's antecedents, how conforming behavior can enhance celebrity, and the importance of temporal considerations when assessing non-conforming behavior.

Title: *When Does Corporate Political Activity Matter for New Product Development? Evidence from Sub-Saharan Africa*

***Best Paper in Track 3**

Authors: **Juan Carlos Morales-Solis**¹, Allyson J. Morales Garcia²

¹*West Texas A&M University, Canyon, Texas*, ²*Grupo LAFISE, Leon, Leon, Nicaragua*

In this study, we shed light on the differential effects of corporate political activity on the firms' propensity to engage in two types of new product development (i.e., imitative and innovative new product development). Drawing from institutional and resource dependence theories, we examine the contingency effects of political instability in the context of emerging markets. We test our hypotheses using a comprehensive sample of firms in Sub-Saharan African countries. Our results support the notion that corporate political activity has positive effects on the firm's likelihood of introducing imitative new product development. Likewise, we find support for our predictions that corporate political activity has weakening (i.e. negative) effects on the propensity to introduce innovative new product development. We found that these effects are contingent on the institutional context.

Title: Effect of Abstract Language on Critics' Selection of Reference Groups for IPOs

Authors: **Rajyalakshmi Kunapuli**, Southwestern University, Leander, TX

This paper examines how abstract language in the prospectuses of newly public firms influences evaluators' selection of referents for performance comparison of these firms. Drawing on insights from linguistics research and cognitive bases of categorization, this paper suggests that abstract firm descriptions of newly public firms lead to diverse cognitive interpretations by critics, resulting in the selection of referents from outside the focal firm's industry. Furthermore, abstract descriptions, which lead to varying interpretations by evaluators, result in dissensus among them. An empirical examination of 171 newly public internet firms supports these hypotheses. As such, this paper shows that language attributes can have important implications for how critics categorize newly public firms.

Track 6: Organizational Behavior

Abusive Supervision Impacts Everyone: Varied Effects of Supervisor Abuse

9:45 AM - 10:45 AM

La Vista AB

Facilitator: Jaime Williams (Tennessee Tech University)

Title: A Field Study of Abusive Supervision Dispersion and its Effect on Team Outcomes

Authors: **Neal M. Ashkanasy**¹, Yiqiong Li², Hieu Nguyen², Michael Daniels³, Tylet Okimoto², Stacey Parker²

¹*University of Queensland, Brisbane, QLD, Australia*, ²*University of Queensland*, ³*University of British Columbia, Vancouver, BC*

In this research, we draw from the dispersion literature to examine some implications of “abusive supervision differentiation,” which we define as the degree to which a team's members differ in their perception of how much abusive supervision is evidenced by the team's leader. To test our model, we conducted a multi-level, multi-source and time-lagged field study involving 391 employees in 95 teams. We found that abusive supervision differentiation is not significantly related to relationship conflict among team members; rather, this relationship is contingent on team-member exchange, defined as the quality of relationship among team members. Specifically, we found that team-member exchange moderates the extent to which abusive supervision differentiation affects team relationship conflict and subsequent team outcomes (performance and organizational citizenship behaviors). These findings suggest that, while abusive supervision dispersion is predominately destructive, these disparate perceptions of abuse within the team will only negatively impact team performance outcomes when team members have low quality team-member exchange relationships. In this research, we draw from the dispersion literature to examine some implications of “abusive supervision

differentiation,” which we define defined as the degree to which a team’s members differ in their perception of how much abusive supervision is evidenced by the team’s leader. To testy our model, we conducted a multi-level, multi-source and time-lagged field study involving 391 employees in 95 teams. We found that abusive supervision differentiation is not significantly related to relationship conflict among team members; rather, this relationship is contingent on team-member exchange, defined as the quality of relationship

Title: Congruence in Experiencing and Observing Abusive Supervision: Observers’ Emotional and Behavioral Responses

Authors: **Mengjie Xu**¹, Orlando Richard²

¹*Eastern Kentucky University, Richmond, KY*, ²*University of Massachusetts Amherst*

Drawing on social comparison and cognitive appraisal frameworks, we examine the congruence effect of third parties receiving and observing abusive supervision on their emotional (i.e., relief, schadenfreude) and behavioral (i.e., counterproductive work behavior (CWBI)) responses. Across two field studies (USA and UK samples), we find that CWBI decreased when third parties and their coworkers experience similar treatment from supervisors and this effect was mediated by heightened levels of relief and diminished levels of schadenfreude. Furthermore, similar experiences at low levels (rather than high) of abusive supervision led to more relieved feelings, reduced schadenfreude, and less CWBI. Our research highlights the importance of observers’ personal experience of abuse in altering their emotions and behavior.

Title: Mitigating Abusive Supervision’s Negative Effect on Employee Outcomes: The Role of Felt Accountability

Authors: **Xin Zheng**¹, Hillary Keltner¹, Zejun (Jenny) Zhao¹

¹*Florida State University, Tallahassee, Florida*

Abusive supervision can negatively affect employee attitudes, behaviors, and well-being, but these effects are inconsistent. This study examines how felt accountability (the perception of needing to justify one's behaviors) moderates the relationships between abusive supervision and work outcomes such as organizational commitment, job tension, organizational citizenship behaviors (OCBs), counterproductive work behaviors (CWBs), and job performance. The study hypothesizes that abusive supervision is positively related to job tension and CWBs for employees with low levels of felt accountability while negatively associated with organizational commitment, OCBs, and job performance. On the other hand, these relationships become weaker for employees with high levels of felt accountability. To test these hypotheses, the study employed a longitudinal design with multiple data sources. The findings provide insights into self-regulatory mechanisms for coping with abusive supervision. The study concludes with practical implications, strengths, limitations, and recommendations for future research.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Corporate Entrepreneurship: Motivations, Transitions, and Performance

9:45 AM - 10:45 AM

El Mirador B West

Facilitator: Nora Alkhalidi (Morgan State University)

Title: The Curvilinear Relationship Between Entrepreneurial Orientation And Firm Performance: The Moderating Effects Of Resource Constraints

Authors: **gang fan**, the University of Texas at El Paso, el paso, texas

Most findings from the extant entrepreneurial orientation (EO) and firm performance literature are based on linear assumptions with homogeneous samples of small and medium-sized enterprises (SMEs) from a single industry. Motivated by these concerns, this study examines the relationship between EO and firm performance with a sample of heterogeneous firms. Results from a total of 197 SMEs state that there is a U-shaped relationship between EO and firm performance after affirming an insignificant linear relationship. Additionally, this study develops competing hypotheses for the moderating role of resource constraints, and results are mixed. Specifically, the U-shaped EO-firm performance relationship is steepened when resource constraints are low or moderate. Surprisingly, firms with high levels of resource constraints could boost their performance by maintaining a high level of EO. The findings of this study extend the EO literature and offer practical implications.

Title: GO FOR IT, GIVE IT A TRY! AN EMPIRICAL EXAMINATION OF THE PERSONAL BENEFITS OF SUPPORTING ENTREPRENEURIAL ACTIVITY WITHIN THE FIRM

Authors: Benjamin D. McLarty¹, Jeremy Bernerth², **Tyler Burch**³

¹Louisiana Tech University, Ruston, LA, ²San Diego, CA, ³Mississippi State University, Starkville, Mississippi

As businesses and individuals grapple with an ever-increasing competitive marketplace, entrepreneurship has been pushed into the spotlight. This includes a move into the realm of organizations, large and small. The field of entrepreneurship has repeatedly demonstrated macro-level benefits (e.g., firm performance) associated with encouraging entrepreneurial activity within its doors, but the micro processes that lead to such outcomes have been largely ignored. To address this gap, we draw from self-determination theory to propose leaders who support entrepreneurial behavior will personally benefit from their leadership efforts. Using data from 386 groups matched with 386 individual leaders, results indicate entrepreneurial support positively relates to leaders' self-reported job satisfaction and positive affect and negatively relates to their emotional exhaustion. In support of the competence aspect of self-determination theory, these relationships were mediated by the collective task performance of the leaders' employees. Findings add to our understanding by bridging entrepreneurial research and more traditional organizational psychology/behavior research.

Track 4: Human Resources/Research Methods

Developing Effective HR Assessment Tools

9:45 AM - 10:45 AM

El Mirador C East

Facilitator: Alex Scrimshire (University of Southern Mississippi)

Title: The Pay Information Awareness Questionnaire (PIAQ): A Comprehensive Measure of Pay Transparency

Authors: **Carolyn M. Henn**¹, Christopher B. Neck², Jeffery D. Houghton¹

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

Pay transparency has drawn substantial research attention from scholars in recent years, resulting in an impressive and expanding body of knowledge on this important topic. However, the pay transparency literature has developed in fragmented and disjointed manner with a confusing array of labels and conceptualizations across several largely disconnected dimensions. Pay transparency measurement scales have also emerged in a piecemeal fashion and lack cohesion in the operationalization of pay transparency dimensions. The current research conceptualizes and develops a more cohesive and comprehensive multi-dimensional pay transparency framework and measurement scale. The paper first reviews and integrates the pay transparency literature into a coherent, multi-dimensional framework founded on employee awareness perceptions of pay information rather than on objective organizational actions or employee behaviors. Finally, following established comprehensive scale development techniques, the present study uses the resulting integrative conceptual pay transparency

framework as a basis for creating and validating a multi-dimensional pay information awareness scale that may serve to facilitate future research on pay transparency and individual attitudinal and behavioral outcomes. Research and practical implications are discussed, along with limitations and directions for future research.

Title: The Measure of Complementarities/Synergies: A Systematic Review of the Organizational Science Literature

Authors: **Minjong Jun**¹, Rory Eckardt², Mengying Li³, Fuhe Jin⁴, Jayoung Kim⁵, Chou-Yu (Joey) Tsai⁶, Shelley Dionne⁷

¹*Binghamton University - State University of New York, Endicott, New York*, ²*Binghamton University, State University of New York*, ³*Binghamton University, Binghamton, New York*, ⁴*The College of New Jersey, Ewing, NJ*, ⁵*Bernard M. and Ruth R. Bass Center for Leadership Studies, Binghamton University, San Jose, CA*, ⁶*Binghamton University, State University of New York, Binghamton, NY*, ⁷*Binghamton University - SUNY, Binghamton, New York*

Resource complementarity/synergy, which is defined as conditions where the return of one resource increases in the presence of the other resource(s), is frequently suggested to play a critical role in the development of sustained competitive advantage. However, given that complementarities/synergies emerge through interrelationships between multiple elements of a system and their fit with contextual factors, there is an array of complex factors involved that make them inherently challenging to measure. It is thus no surprise that researchers often face challenges in representing complementarities/synergies associated with resources in empirical studies. In general, there is a lack of understanding of approaches to empirically capture and represent complementarities and the broader notion of synergy. To make progress on this issue, this paper conducted a systematic review of the empirical studies published in organizational sciences that use the notion of complementarities/synergies.

Title: Linking personality traits to ESOP attributions and psychological ownership: An interactive effect of conscientiousness and openness to experience

Authors: Andrea Kim¹, Saehee S. Kang², **Kyongji Han**³, Joseph Blasi⁴, Yong Guen Kim⁵

¹*Sungkyunkwan University, Seoul, South Korea*, ²*Florida State University, Tallahassee, FL*, ³*Baylor University, Rutgers University*, ⁴*Hallym University, Chuncheon, Gangwon-do, South Korea*

Synthesizing research from human resource (HR) attribution studies, the psychological ownership perspective, and personality literature, this research investigates the linkages between personality traits and employee attributions of Employee Stock Ownership Plans (ESOP), as well as psychological ownership for the organization (POO). Analyzing data from individuals employed in employee-owned firms in both the U.S. and South Korea, we discovered that conscientiousness is positively associated with commitment-focused ESOP attributions. Furthermore, we observed that this positive association is strengthened by openness to experience in both samples. However, the positive association between commitment-focused ESOP attributions and POO is significant only within the South Korean sample. This research underscores the significance of personality traits in elucidating the variability in employee attributions and responses to HR practices.

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

Ethical Leadership: The Intersection of Religion, Gender, and DEI

9:45 AM - 10:45 AM

La Vista DE

Facilitator: James Field (West Virginia University)

Title: Navigating Other Granted Leadership: a Gendered Analysis of Women Leaders' Perspectives and Leadership Behaviors

Authors: **Meirgul Kaleshova**¹, Min-Hsuan Tu², Szu-Han (Joanna) Lin³, Satish Krishnan⁴

¹University at Buffalo SUNY, Buffalo, NY, ²University at Buffalo, The State University of New York, Buffalo, NY 14260, ³University of Georgia, ⁴Indian Institute of Management Kozhikode

More than four decades into the women's movement and gender research, gender disparities in leadership unfortunately persist. Existing literature predominantly addresses external biases, such as discrimination against women leaders or lack of organizational support for women leaders, which impede their success. Scant attention has been paid to the internal biases women hold against themselves when they are in the leadership roles, which may potentially yield adverse outcomes. Drawing on insights from identity-based motivation theory (Browman et al., 2017; Oyserman & Horowitz, 2023) and social role theory (Eagly, 1987; Eagly & Wood, 2012), this study examines how women leaders, in comparison to their men counterparts, respond differently to other granted leadership. Specifically, we explore how other granted leadership acts as a double-edged sword. On one hand, we propose that it enhances leaders' positive emotions and fosters transformative leadership behaviors, with this effect being stronger for men. On the other hand, we expect that other granted leadership increases leaders' concerns about maintaining their leadership image, triggering abusive leadership behaviors, with this effect being stronger for women. Through two studies, we observed that being granted leadership roles (a) was associated with heightened positive affect, thereby reinforcing transformative leadership behaviors, and (b) only led to leader image maintenance concerns and subsequent abusive leadership behaviors among women leaders, not men leaders. These findings underscore the internal biases women leaders hold against themselves when others grant them leadership, influencing their adoption of ineffective leadership behaviors.

Title: Theology of Leadership: Investigating Religions' Impact on Female Executive Advancement and Pay

Authors: **Linda Brewer**, University of North Carolina at Greensboro, Richmond, VA

The underrepresentation of women in top leadership roles and the existence of the gender pay gap among top executives are well-documented phenomena. This study introduces a novel approach by examining the role of religion, particularly Christianity, as a potential influence on both the underrepresentation of women in top leadership and the gender pay gap among executives. This research juxtaposes the top management teams of religious and secular organizations to discern how religion impacts women's career advancement. It finds fewer women within the top management teams of religious organizations. Moreover, organizations affiliated with denominations which are non-affirming of LGBTQ+ issues, Evangelical denominations, and members of the Council for Christian Colleges and Universities have fewer women in both the top management team and on the governing board. This research underscores the complex influence of religion on gender roles, demonstrating that the impact of religious beliefs on gender dynamics is multifaceted and varies significantly across different contexts.

Title: Preventing the Development of Hostile Work Environments: Understanding Importance of Integrating Organizational Ethics and Diversity, Equity, and Inclusion

Authors: **Darryl Rice**¹, Chris Welter¹, Alex Wood¹

¹Miami University, Oxford, Ohio

The goal of our research is to enhance our understanding of *what organizations can do* to prevent the development of hostile work environments. We propose that hostile work environments develop as a function of a clear disregard for organizational ethics. Therefore, hostile work environments are unlikely to develop in organizations that have a high regard for organizational ethics. One way this high regard for organizational ethics manifests is through an institutionalization of ethics. To this end, we rely on social information processing theory to explain *how* and *when* the institutionalization of ethics helps prevent the development of hostile work environments. Across three studies, we find that the institutionalization of ethics prompts supervisory inclusive leadership. In turn, as supervisors demonstrate inclusive leadership, this decreases employees' evaluations of hostile work environments. The positive impact of the institutionalization of ethics

on supervisory inclusive leadership was more salient for relatively younger employees compared to relatively older employees. Theoretical and practical implications are discussed.

Track 6: Organizational Behavior

Fairness and Speaking Up in Organizations

9:45 AM - 10:45 AM
La Vista F

Facilitator: Jeffrey Haynie (Louisiana Tech University)

Title: Whistleblowing Harassment: A Tale of Need for Closure and Morality

Authors: **Gabriela Cuconato**¹, Gustavo Cesário²

¹Case Western Reserve University, Cleveland Heights, OH, ²ESPM, Brazil

This study investigates the relationship between Need for Cognitive Closure (NFC) and whistleblowing of harassment situations through the five Moral Relevance Foundations of Harm, Fairness, Loyalty, Authority, and Sanctity. Individuals higher in NFC are motivated to seize closure by arriving at an answer immediately and to freeze their judgments to avoid ambiguity, as they feel discomfort with uncertainty. As whistleblowing harassment situations are uncertain both in their process and its consequences, we hypothesize that NFC will decrease an individual's intention to blow the whistle in harassment situations. In addition, NFC can also indirectly affect whistleblowing intentions by affecting individuals' evaluations of the relevance of different moral foundations. Results of a structural equation model with 321 participants support that NFC has a negative direct impact on whistleblowing intentions and a positive effect on their moral foundations. However, results do not support the indirect effect of the need for closure on whistleblowing intentions, either through individualizing or binding moral foundations. We discuss the implications and limitations of the study, providing recommendations for future research.

Title: Navigating Silence: Safety Culture and Consequences of Silence Motives on Safety Voice

Authors: **Russell Griffin**¹, Lindsey Greco²

¹Oklahoma State University, PROSPER, TX, ²Oklahoma State University, Stillwater, Oklahoma

The U.S. Helicopter Emergency Medical Services (HEMS) industry has a history of serious and often fatal accidents. Between 2000 and 2020, 87 HEMS accidents resulted in 249 fatalities. Near-miss reporting in HEMS rarely occurs, resulting in lost learning opportunities to prevent future accidents. We investigate underreporting near-miss incidents as a form of employee silence by examining the effects of safety culture on silence motives and voice behaviors. We draw upon behavioral activation and inhibition systems to explain the distinctive motives for remaining silent. Further, we examined the potentially dangerous effects of mixed operating models in the U.S., including for-profit and non-profit operators. We examined the conditional effects of the pressure to fly when HEMS crews continue missions despite having safety concerns. In total, 116 HEMS crew members representing 39 HEMS organizations participated in the study using an online survey instrument. The results support that silence motives fully mediate the benefits of safety culture on safety-related voice behaviors. Our results show that for-profit HEMS crew members are more likely to experience the pressure to fly despite having safety concerns. The pressure to fly moderates the effects of the silence motives on crew members' safety-related voice behaviors. In combination, our study's results demonstrate the distinctiveness and significance of silence motives in safety-related voice. Further, our results offer practical implications for HEMS operators to improve safety-related voice and near-miss reporting while avoiding the dangerous effects of the pressure to fly.

Title: Congruence in supervisor and executive leadership effectiveness on employees perceived organizational effectiveness post-M&A: The mediating role of perceived fairness

Authors: **Yuyang Zhou**¹, Orlando Richard², Beth Humberd³, Marcus Stewart⁴

¹Weston, FL, ²University of Massachusetts Amherst, ³University of Massachusetts Lowell, ⁴Bentley University

We examined the effect of (in)congruence between supervisors' and executives' leadership effectiveness on perceived organizational effectiveness in post-merger integration. Based on fairness heuristic theory, using polynomial regression and response surface method, we found that the congruence between supervisors' and executives' leadership effectiveness at a high level would increase employees perceived organizational effectiveness, with perceived fairness as a mediator. We also examined the situation when there is an (in)congruence and we found that top executives' leadership effectiveness weighs heavier in driving employees' perception. Results from the study suggest that this fairness heuristic model is useful in interpreting leadership alignment from employees' cognition and that leadership's relation to organizational outcomes may best be studied when multiple level of leadership are considered together during significant organizational changes, such as after Merger and Acquisition (M&A).

Track 4: Human Resources/Research Methods

Individual Differences in the Workplace

9:45 AM - 10:45 AM

La Vista C

Facilitator: Seoin Yoon (Arizona State University)

Title: Managing Emotions in Workplace Meetings: Interaction between Follower Conscientiousness and Leader Humility

Best Paper in Track 4

Authors: **Young-Kook Moon**, Radford University, Radford, Virginia

Given the increasing prevalence of both virtual and in-person meetings following the COVID-19 pandemic, effectively managing meeting demands and improving meeting outcomes are crucial factors for organizational success. Although workplace meetings can be emotionally demanding for employees, there is a lack of research on the interaction between meeting participants and their leader, which leads to meeting emotional labor. Based on trait activation theory, the current research aims to examine the conditional indirect effects of leader humility on conscientiousness in meeting emotional labor processes. In a two-wave time-lagged study, data were collected from 224 employees across multiple organizations in South Korea to test the interaction between leader humility and follower conscientiousness in meeting contexts. The results demonstrated that employees with high conscientiousness are less likely to engage in meeting surface acting when working with humble leaders, resulting in better meeting experiences (i.e., higher meeting satisfaction and meeting effectiveness) and improved well-being outcomes (i.e., lower burnout). In other words, when leaders express humility, workplace meetings become less stressful and emotionally demanding for followers with high conscientiousness due to the new "display rules" set by humble leaders.

Title: Unveiling Gender Dynamics: Self-Promotion on Social Media and its Impact on Selection Evaluations

Authors: **Francisco J. Moreno Gonzalez**¹, Suzette Caleo², Daniel Whitman³

¹Louisiana State University, Baton Rouge, Louisiana, ²Louisiana State University, Baton Rouge, LA,

³Louisiana State University, Baton Rouge

The pervasive influence of social media on our daily lives has brought about significant changes in various spheres of modern life, including the processes through which companies assess and select potential employees. Consequently, individuals increasingly employ self-promotion strategies on these platforms in hopes of enhancing their prospects during selection evaluations. However, there is still limited knowledge

about how gender stereotypes appear and affect online interactions. Therefore, this study aims to investigate responses to self-promotion by both men and women on social media. Through a randomized, between-person experiment, we examined the relationship between gender and online-based selection evaluations, employing two distinct self-promotion strategies: individual and joint self-promotion. Our research delves into the effects of social media-based self-promotion on evaluations for women and men, while also exploring the potential advantages of a specific self-promotion approach for women. By shedding light on the efficacy of self-promotion within the novel context of social media, our study offers fresh insights into this area of research. Furthermore, our findings underscore the need for further exploration of alternative self-presentation techniques and interventions aimed at mitigating biases in online interactions and decision-making processes.

Title: I Am, Therefore I Think: Investigating the Role of Dispositional Traits in the Correlations Among Job Attitudes

Authors: **Brent N. Reed**¹, Natalie Wilde², David Woehr¹

¹University of North Carolina at Charlotte, Charlotte, NC, ²University of North Carolina at Charlotte, Charlotte, North Carolina

Job attitudes are widely recognized for their influence on workplace behavior, making them the subject of enduring interest in both organizational research and practice. However, scholars have long raised concerns regarding construct redundancy and the potential for endogeneity in the relationships between job attitudes. Drawing on trait activation theory, we examine the impact of dispositional traits, specifically positive and negative affect (PA/NA) and the Big Five, on meta-analytic relationships among 17 key job attitudes and perceptions. Our findings suggest that these two frameworks explain a considerable amount of the variance in the relationships among job attitude measures, with the Big Five framework accounting for a higher proportion of the variance compared to PA/NA. Of the individual traits represented in these two frameworks, NA, agreeableness, and conscientiousness emerged as the most influential in explaining the relationships among job attitude measures. We argue that incorporating dispositional traits into investigations of the nomological network of job attitudes can offer theoretical clarity and precision while also informing organizational practices. Furthermore, we advocate for the explicit modeling of dispositional traits in future research to refine our understanding of the relationships between traits, attitudes, and behaviors.

Track 9: PDI Professional Development Institute

Meet the Editors of the Journal of Management and Journal of Management Scientific Reports

9:45 AM - 10:45 AM
Salon Del Rey C

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.

Presenter: Jose Cortina (Virginia Commonwealth University), Cynthia Devers (Virginia Tech University), Maria Kraimer (SUNY University at Buffalo), Peggy Lee (Arizona State University), Patrick McKay (East Carolina University), Gerry McNamara (Michigan State University), Hermann Ndofor (University of Indiana), Elisa Operti (ESSEC Business School), Samantha Paustian-Underdahl (Florida State University), Michael Pfarrer (University of Georgia), Cuili Qian (), Enrica Ruggs (University of Houston), Bill Schulze (University of Utah), Wei Shi (University of Miami), Sherry Thatcher (University of Tennessee) and Michael Withers (Texas A&M University)

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Navigating Family Firm Dynamics: Narratives, Leadership, and Adaptation

9:45 AM - 10:45 AM
El Mirador C West

Facilitator: William Ritchie (James Madison University)

Title: Family Ties & Consumer Eyes: How Narrative Nuances of Personal Connection Bridge Psychological Distances and Promote Purchase Intentions

Authors: **Kevin D. Heupel**¹, Alex Brinkmeier²

¹Oklahoma State University, Stillwater, United States, ²Saint Louis University, St. Louis, MO

Family businesses are viewed as trustworthy and authentic, which enhances customer loyalty and purchase intentions due to familial essence. However, the precise ways in which these companies can shape their narratives to affect consumer perceptions, in particular closeness, remain unclear. This gap is important for family businesses that seek to use their identity in order to strengthen customer purchase intentions to increase sales. It is crucial to investigate how different narrative strategies influence consumer psychological closeness and buying intentions, in particular interdependent and independent narratives. This study offers new insights by showing the role of narrative strategies in managing psychological distance, thereby challenging and expanding Construal Level Theory within family business marketing.

Title: The Role of Crisis in the Appointment of Nonfamily Executives in Family Firms

Authors: **Feigu Zhou**¹, James Vardaman², Weibin Xu³, Jian Zhou⁴, Ye Chen³

¹The University of Memphis Fogelman College of Business, Memphis, Tennessee, ²University of Memphis, Memphis, TN, ³Guizhou University, Guiyang, Guizhou, China, ⁴Nankai University, Tianjin, China

This paper suggests that family firms in crisis reach a “glass cliff” that induces them to hire nonfamily executives in an effort to signal their willingness to change to external stakeholders. Results from a study of family firms listed on the Shanghai and Shenzhen stock exchanges between 2011 and 2020 support this hypothesis and identify the presence of existing nonfamily on the executive team and investor scrutiny as significant boundary conditions. The results extend theory on nonfamily executives by uncovering the dual role of crisis and signaling in inducing family firms to relinquish control by appointing nonfamily executives. Practical implications and future research directions are also discussed.

Title: To Be Different and the Same: Mimetic Isomorphism in Precarious Institutional Environments

Authors: **Muhammad Muhammad**¹, Peter Jaskiewicz², Roy Suddaby³

¹Texas Tech University, Lubbock, Texas, ²University of Ottawa, Ottawa, ³University of Victoria

Organizations that occupy a common field tend to become isomorphic with each other, particularly in stable institutional environments. However, we know little about isomorphism in precarious institutional environments. In challenging contexts where change is rampant and essential institutions do not function, organizations face a different dilemma. Rather than asking what elements of their successful peer organizations should be copied, they instead ask, which aspects of successful institutions should be copied. We explore this phenomenon using a case study of an Egyptian start-up that thrived despite challenges after the Arab Spring. Instead of copying a leading peer organization in the field, this start-up copied a different kind of institution - the family. Our study shows that institutional isomorphism can apply outside a field, challenging the binary assumption that companies will either strive for similarity or distinction. Our study also shows how a non-

family business can create a meaning system and resources like those found in families and their businesses, and why doing so might be a recipe for success in precarious institutional environments.

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

Organization theory: past, present and a little more

9:45 AM - 10:45 AM
El Mirador B East

Facilitator: Jasmine Kelley (Auburn University)

Title: Inadvertent Legitimacy: How Linked(In) professional and personal narratives legitimize mass layoffs

Authors: **Miguel Wilson**¹, Camille Endacott², Lauren Millender², Jordan Duran²

¹UNC at Charlotte, Charlotte, North Carolina, ²University of North Carolina at Charlotte

An organization's execution of mass layoffs can threaten people's perceptions of its legitimacy, especially for those affected by layoffs. Considering the ubiquity of social media, people affected by layoffs are afforded the opportunity to share their perceptions of their layoffs, potentially constructing organizational actions as illegitimate to dispersed audiences. However, our study explores how people affected by layoffs instead produce communication on professional social network platforms that inadvertently constructs downsizing as legitimate. Drawing on the case of the technology industry's wave of layoffs (2022-2023), we explore how affected workers constructed the meaning of layoffs by analyzing initial announcements of their job status posted to LinkedIn (N = 362). We identified that through dual professional and personal discourses of inevitability, improvement, and gratitude victims inadvertently reinforced the layoffs as a legitimate organizational action while also positioning themselves favorably for future employment. We highlight how these dual discourses are connected to the existing legitimacy theory literature (i.e., justification, enhancement, and status) and are enabled and constrained by the normative expectations of professional social media platforms. Our findings demonstrate a novel mechanism through which organizations gain legitimacy for potentially controversial actions: through the communication produced by the affected employees on social media sites.

Title: Riding the Wave: Entrepreneurs' Responses to Social Movements

Authors: **Ace M. Beorchia**¹, David Gras², Timothy Pollock³

¹Kennesaw State University, Knoxville, Tennessee, ²University of Tennessee, Knoxville, TN, ³University of Tennessee, Knoxville

We explain how entrepreneurs are affected by identity movements—either adopting or abandoning a social mission to help solve a social movement problem. We use the extent to which entrepreneurs identify with and are embedded in a social movement community to propose three social movement-driven entrepreneur archetypes (i.e., originals, converts, and opportunists). We develop a framework explaining how different framing tasks used across a social movement's life cycle affect entrepreneurs' balancing of economic and social logics within their business.

Title: Connected or disconnected? How the structure of audience shapes the impact of interdisciplinary research

Authors: **Eugene T. Paik**¹, Jina Lee², Erin Leahey³, Russell J. Funk⁴

¹University of Mississippi, University, MS, ²University of Illinois Urbana-Champaign, ³University of Arizona, ⁴University of Minnesota

We investigate how the structure of audience shapes the characteristics of the impact that interdisciplinary research makes. Research has documented a crucial role audiences play in generating costs and benefits of producing domain-spanning works, highlighting that how much domain-spanning works are valued can vary across different audiences and how those works are evaluated is often an outcome of interactions between these different audiences. However, studies have not well incorporated both of these characteristics into their examination yet. Focusing on one structural characteristic of audiences a scholar faces, audience interconnectedness, we examine how two outcomes of interdisciplinary research—the magnitude and disruptiveness of its impact—vary depending on this characteristic. Using papers published by authors affiliated with 14 large U.S. research universities between 2008 and 2011, we find that the more interdisciplinary a research is, the greater impact it has and the more likely it is to be disruptive years later, in 2017. Furthermore, for scholars with a more interconnected audience, the positive effect of interdisciplinary research on the magnitude of its impact is enhanced, but its effect on disruptiveness is reduced. Our study enhances the literature of domain-spanning and interdisciplinary research by demonstrating how the use of a domain-spanning work is shaped by both producers who create the work and audiences who evaluate it.

Track 7: Strategic Management

Roundtable #1A - Organizational Characteristics, Risk, and Firm Performance

9:45 AM - 10:45 AM

Salon Del Rey B

Facilitator: Curtis Wesley (University of Houston)

Title: *The Synergic Effects of Strategic Orientations on Firms' International Financial Performance*

Authors: **Zahidul Karim**¹, Leonel Prieto¹

¹*TAMU, Laredo, Texas*

Strategic orientation (SO) of firms often comes to the fore of scholars and practitioners as it is considered one of the pivotal determinants of firms' sustainable competitive advantage and international financial performance. Although strategic orientation is one of the most pronounced topics in strategic management and marketing, existing literature on strategic orientation is narrowly focused on a few strategic aspects that fail to capture the complex and dynamic nature of the strategic orientation of firms and examine their pervasive impacts on firm performance. Synthesizing and integrating extant literature from strategic management and marketing, this study examines five strategic orientations (entrepreneurial, brand, growth, operational, and market) using two decades of panel data. We emphasize the interactional effects of strategic orientations on firms' international financial performance. Results indicate that strategic orientations and their interactions significantly affect firms' international financial performance. We offer important theoretical and managerial implications along with future research directions.

Keywords: Synergies. Entrepreneurial orientation. Market orientation. Brand orientation. Operational efficiency orientation. Growth orientation. International financial performance.

Title: *Tread Lightly: Ex-Military CEOs and Corporate Risk-Taking*

Authors: GUADALUPE SOLANO¹, Michael Abebe², **Jennifer D. Milczewski**¹

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

In this study, we investigate the influence of ex-military CEOs on corporate risk-taking. We draw from the imprinting perspective to argue that CEOs with military backgrounds are less likely to engage in corporate risk-taking given their emphasis on focus, discipline, and conservative values espoused in military training and

service. Additionally, we explore whether environmental dynamism and munificence moderate this relationship. We empirically tested our predictions using panel data of S&P 500 firms between 2014 and 2018. Our findings indicate that ex-military CEOs overall demonstrate a reduced inclination toward risk-taking in their strategic decisions, supporting our baseline prediction. Furthermore, despite the negative baseline relationship, we observed that ex-military CEOs do selectively engage in corporate risk-taking depending on their firms' operating environment. In particular, our finding that ex-military CEOs engage in more risk-taking compared to their counterparts in munificent environments suggests that the relationship between military experience and corporate risk-taking is likely more nuanced. Indeed, our findings suggest that military experience does not always lead to conservative risk preferences. These findings offer implications for research in strategic leadership and corporate risk-taking, suggesting that environmental context plays a significant role in shaping the risk-taking behaviors of ex-military CEOs.

Title: An Examination of Between-Firm and Within-Firm Effects of Slack on Organizational Performance

Authors: **Dan Marlin**, University of South Florida, St. Petersburg, Florida

This study examines between-firm and within-firm effects of slack on organizational performance. An unbalanced panel of 677 U.S. manufacturing firms in the S&P 1500 between 2011 and 2019 with over 5000 observations was analyzed using a hybrid panel analyses model. Our findings which support four out of six of our hypotheses indicate important similarities and differences in the between-firm and within-firm effects of slack on organizational performance. For available slack we find a positive relationship between firms and an inverted U-shaped relationship within firms. With potential slack we find a positive relationship both between firms and within firms. For recoverable slack we find an inverted U-shaped relationship between firms and a negative relationship within firms. Overall, our findings suggest that the slack and performance is more complex than has been accounted for in previous research. The implications of these findings are discussed.

Roundtable #1B - Ethics and CSR

9:45 AM - 10:45 AM

Salon Del Rey B

Title: Marching toward a “corrupt organization”: From fraud conviction to malicious debt evasion

Authors: **Ke Gong**¹, Joel F. Bolton¹, Owen N. Parker², Ali Dogru¹

¹University of Southern Mississippi, Hattiesburg, MS, ²University of Texas at Arlington, Sachse, TX

This study investigates why certain firms engage in malicious debt evasion (i.e., ability but refusal to repay debts) that harms their reputation and business. We combine labeling theory and the pressure-opportunity-rationalization (POR) framework to theorize how firms convicted of fraud may receive a deviant label that initiates a criminogenic process leading to social rejection, involvement in deviant groups, and a deviant self-concept, thereby enhancing the firm's POR as motivational drivers of MDE. Additionally, the firm's research and development intensity (internal risk-taking orientation) aggravates the fraud-labeling effect, while board size (internal governance mechanism) and local labor movement (external governance mechanism) mitigate it. Empirical results from a sample of 25,870 firm-year observations covering 4,395 publicly listed Chinese firms from 2013 to 2021 support our arguments.

Keywords: corporate fraud; malicious debt evasion; labeling theory; corporate governance; stigmatization

Title: No Good Deed Goes Unpunished: Reshoring, Tax Avoidance, and Internal Inverse Spillovers

Authors: **Eric Y. Lee**¹, Michael Pfarrer²

¹The Pennsylvania State University, State College, PA, ²University of Georgia

Strategic management research has established that the effects of a firm's negative event can spill over to other firms in the same industry in the form of negative media coverage. We extend understanding of this phenomenon by suggesting that spillovers can also occur within the same firm and that positive events can also

lead to negative coverage. We explore this *internal inverse spillover* in the context of reshoring, which is the movement of offshored operations back to the firm's home country. We theorize that despite the many potential merits of reshoring, reshoring firms will receive more negative media coverage because reshoring is associated with tax breaks, something the media and public are increasingly scrutinizing as a form of corporate tax avoidance. We also suggest that firms can reduce negative media coverage by paying more in taxes before reshoring. Our findings support our theorizing, thereby contributing to research at the intersection of firm events and the media. We also contribute to management practice by showing how firms can manage internal inverse spillover effects (e.g., from tax breaks) in order to pursue value-creating actions (e.g., reshoring).

Roundtable #1C - Censorship, Social Media, and Digital Strategies

9:45 AM - 10:45 AM
Salon Del Rey B

Title: Leadership Style And Tolerance Of Censorship Among Film Directors

Authors: **Spencer J. Fraseur**¹, Owen N. Parker², Yi Shi Zhou³, Cole Short⁴, Ke Gong⁵

¹University of Texas at Arlington, Clearwater, FL, ²University of Texas at Arlington, Sachse, TX, ³Auburn University, Auburn, ⁴Pepperdine University, Malibu, CA, ⁵University of Southern Mississippi, Hattiesburg, MS

Firms are increasingly forced to choose between profits and human rights. Some resist totalitarian demands and norms, while others comply. What predicts which path a key decision-maker takes? For an initial examination of this question, we examine the extent to which a film director's leadership style and gender predict their involvement with films that have made it through the strict censorship filters of the Chinese Communist Party. We posit that a film director's leadership style and gender constitute two critical levers influencing censorship tolerance. Our paper considers three styles of leadership: transformational, transactional, and laissez-faire, and predicts that transformational leaders are less compliant of censorship demands, while transactional or laissez-faire leaders are more compliant. Additionally, we delve into the unique challenges faced by women directors who are less represented in the industry and hypothesize that they are more likely to comply with censorship demands to take full advantage of available opportunities. We also hypothesize that transformational, transactional, and laissez-faire women directors are more compliant than their male counterparts. We find preliminary evidence that supports this notion, but not in the fashion we had predicted. We conclude with a discussion of implications.

Title: CEO Activism on Social Media, Minority Status, and Investor Engagement

Authors: **Mengge Li**¹, Suyun Wu², Candace TenBrink³, Randika Eramudugoda⁴

¹The University of Texas at El Paso, El Paso, Texas, ²The University of Texas at El Paso, El Paso, TX,

³University of Houston - Downtown, Houston, TX, ⁴Trinity University, San Antonio, TX

The rise of social media and an increased focus on corporate social responsibility (CSR) have amplified CEO activism. It is common to see CEOs of major companies comment on political and social issues on social media platforms. Yet, research on this phenomenon is developing, and little is known about the benefits and costs associated with CEO activism on social media. To advance this line of research, we use a multi-study and mixed-method design to investigate the effects of CEO activism on social media on investor engagement. In addition, we examine whether the impact of CEO activism varies with CEOs' minority status (whether they are ethnic minorities or female). Findings show that CEO activism generally increases investor engagement, but this effect is weaker for ethnic minority or female CEOs. Our study offers important theoretical implications for strategic leadership research and CSR research.

Title: YIN AND YANG OF FIRM DIGITAL STRATEGY – ORGANIZATIONAL DIGITAL AMBIDEXTERITY

Authors: **Yue Zhang**, University of North Carolina Greensboro, Kansas City, MO

This study integrates dynamic capability theory and upper-echelon theory by proposing that top management team diversity can facilitate the development of dynamic capability in the form of organizational digital ambidexterity. Employing the Panel Linear Model (PLM) regression on the unique website data of Fortune 1000 firms for ten years from 2013 to 2022 (N=6726), I tested the interplay between top management team diversity (age and gender) and organizational digital ambidexterity, as well as the performance implication of organizational digital ambidexterity in terms of firm profitability and firm digital credibility while considering the moderating effect of industry competition. The study finds that top management team age diversity does not predict organizational digital ambidexterity, but top management team gender diversity negatively impacts organizational digital ambidexterity. Furthermore, the study demonstrates that organizational digital ambidexterity contributes to firms' financial returns even when the competition is high, and conversely, organizational digital ambidexterity negatively impacts firms' digital credibility. Theoretically, the study extends dynamic capability by proposing organizational digital ambidexterity as a dynamic capability. Managerial implications are discussed.

Roundtable #1D - Organizing For Success

9:45 AM - 10:45 AM
Salon Del Rey B

Title: R&D, Alliance, Acquisition, or Divestment? Accessing and Orchestrating Firm Resources to Create Value

Authors: **David R. King**¹, Paul L. Drnevich², Sanghyun S. Park³, Jeffrey Martin⁴

¹Florida State University, Tallahassee, FL, ²U. of Alabama, Tuscaloosa, AL, ³University of Alabama, Tuscaloosa, AL, ⁴University of Alabama, Tuscaloosa, Alabama

While research often examines restructuring in isolation, firms combine different options. We explain firm resource orchestration decisions by combining firm resource and capability perspectives. Specifically, we develop how resource orchestration decisions depend on whether synergistic benefits of resources exist and the anticipated duration of those benefits. We argue that managers should acquire resources when a particular target resource is strategically valuable, unique, and time sensitive. Otherwise, internal resource development may be preferable to acquisitions. However, if the duration of expected value contribution is short-term or uncertain, then alliances are preferable to either internal resource development or acquisition. Meanwhile, if a firm's resources no longer offer future synergistic benefits, they may be divested to firms that can synergistically use them. Our framework offers improved insights into how, when, and why firms make R&D, alliance, acquisition, or divestment investment decisions.

Title: THE MORE THINGS CHANGE, THE MORE THEY REMAIN THE SAME: THE PERFORMANCE IMPLICATIONS OF BLENDING STRUCTURAL FORMS AND DIVERSIFICATION STRATEGIES DURING INSTITUTIONAL TRANSITIONS

Authors: **Saptarshi Purkayastha**¹, Rajaram -. Veliyath², Rejie George³

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

The study highlights findings contrarian to received wisdom based on theoretical research conducted in developed country contexts. These counter-intuitive findings include the continued use of Business Group (i.e., conglomerate) structures as well as the successful implementation of unrelated diversification strategies. Multidivisional structures and related diversification strategies at the business level nested within Business Group structures with unrelated diversification strategies undertaken at the corporate level, in combination with, resulted in the best performance outcomes among the examined sample, even as institutional transitions were concurrently reducing 'voids'. The study sample comprised 2417 Indian companies examined over a sixteen (2003-2018) year time frame when institutional reforms were ongoing at a rapid pace. The results raise questions regarding the generalizability of extant theoretical prescriptions on this much researched topic. The novel combination of Imprinting theory with Institutional theory allows for a better understanding and

interpretation of these differential findings.

Title: Untangling the Complexity Underlying Relational Dynamics of Coopetitive Strategies

Authors: **AYDIN BERAHA**¹, Furkan A. Gur²

¹*Cankiri Karatekin University, DeKalb, Illinois*, ²*Northern Illinois University, DeKalb, IL*

The coopetition strategy is based on cooperation with competitors and is seen in many industries. Companies can expect coopetitive strategies to solve industry-specific problems, increase productivity, diminish costs, or contribute to developing innovation capabilities. Due to its contradictory nature, it is important to understand the complex relational dynamics underlying the coopetition strategy. Towards that end, in this paper we attempt to develop a model capturing the dynamic nature of coopetitive relationships. Specifically, we theorize on the role of relational dynamics for coopetitive relationships through a systematic literature review and develop propositions related to how underlying factors may alter the type and nature of coopetitive relationships. Our theoretical study reveals that seven relational factors stand out as follows *tension/conflict*, *trust*, *network*, *mutual dependence/interdependence*, *power asymmetry*, *formality*, and *culture* (organizational and national). These dynamic factors have the potential to impact coopetitive relationships and can cause a shift in coopetition strategy. We conclude our paper with a discussion of ideas and research questions for future studies given our theoretical model and propose methodological approaches to explore these questions.

Roundtable #1E - Analytics, IPOs, and CEO Compensation

9:45 AM - 10:45 AM

Salon Del Rey B

Title: Does Analytics Talent Matter? Exploring the Relationship Between Strategy and the Use of Data Analytics

Authors: **Heloisa Aragao**¹, Mariangela P. Bezerra², Alessandra Carvalho de Vasconcelos³, Erico V. Marques³

¹*Texas Wesleyan University, Fort Worth, TX*, ²*Universidade Federal do Ceara, Fortaleza, CE, Brazil*,

³*Universidade Federal do Ceara, Brazil*

The use of data analytics has been growing substantially worldwide. Organizations expect to obtain a positive impact through its adoption, however, it is not guaranteed. In this study, we propose that for organizations to take the opportunity to effectively make use of data analytics, it needs to be fully embraced by the organization and become part of its strategy. This paper investigates the relationship between the firm analytics strategy and the use of data analytics for decision-making purposes. Furthermore, it explores the mediator role played by the analytics talent capability, as a critical mechanism able to translate raw data into valuable information. To empirically evaluate our proposed research model, we gathered data from 100 Brazilian IT executives. The hypotheses were analyzed using Partial Least Squares. Our findings reveal a positive relationship between the firm analytics strategy and the use of data analytics. Results also confirm data analytics talent capabilities as a partial mediator for the relationship between the firm analytics strategy and the use of data analytics.

Title: I Want to Live! A Systematic Literature Review and Future Research Agenda for IPO Survival

Authors: **Majid Rahimi**, Tuscaloosa, Alabama

Initial public offering (IPO) survival is classified as one of the performance anomalies associated with IPOs owing to the significant mortality rate that occurs within the initial five years following the date of issuance. Despite the plethora of research conducted, the literature on IPO survival remains fragmented due to the omission of employees as a primary stakeholder group. We conducted a systematic literature review comprising a sample of 59 studies published through 2023 to produce a more comprehensive understanding of the limitations of current knowledge and the potential studies for IPO survival or failure. Through this review, we identify several key gaps and limitations in the existing literature. From our observations, we develop suggestions for future research to focus on topics of favorable delisting, longer timespan, and neglected IPO actors and stakeholders. Such, future research has the potential to help provide insights to both research and

practice to lengthen the lives and improve the performance of IPOs.

Title: Corporate Governance and CEO Compensation in China: A Configurational Examination

Authors: **Peiyao Chen**¹, Thomas Greckhamer²

¹Central Connecticut State University, New Britain, CT, ²Louisiana State University, Baton Rouge, LA

Strategy research has increasingly turned toward studying international issues of corporate governance, including executive compensation. In this study, we contribute to the literature on CEO compensation and corporate governance by studying the determinants of CEO pay in China. Building on previous research, we adopt a configurational approach to explore the causal complexity underlying CEO compensation. We analyze CEO compensation in a selected manufacturing industry over the period of 2010 to 2019 to investigate how configurations of CEO, board, ownership, and firm characteristics combine to lead to high CEO compensation versus its absence. In this analysis, we incorporate three main owner identities into our configurational model to advance our understanding of how the distinct institutional context influences Chinese corporate governance and CEO compensation. Our sample comprised 112 firms for the period from 2010 to 2019, yielding a total of 871 firm-year observations after missing observation. Our findings highlight the multiple context-dependent paths to high executive compensation in the world's largest emerging economy.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Roundtable #1A: Emotions in Family Businesses

9:45 AM - 10:45 AM

Salon Del Rey A

Facilitator: Hamid Vahidnia (Texas Tech University, Rawls College of Business)

Title: Entrepreneurial Passion: Family, Firm, and Resilience

Authors: **Katrice Branner**¹, Lisa Rolan², Franz Kellermanns³

¹University of South Carolina, Columbia, South Carolina, ²University of North Carolina at Charlotte, Charlotte, North Carolina, ³UNC Charlotte

Entrepreneurs are known for their passion when starting business ventures, their resilience when bouncing back during tough times, and their connection to their family for support. Entrepreneurship research has long posited antecedents to entrepreneurial passion exploring individual-level constructs with less emphasis on firm-level influences. This study examines family-driven antecedents evaluating the effect of family-work conflict and family support on entrepreneurial passion. We build on social support theory and family-work conflict literature by exploring how family-work conflict and family support interact with the firm-level construct of entrepreneurial orientation and the individual resilience of the entrepreneur to jointly influence entrepreneurial passion. Our findings indicate that entrepreneurs with increased levels of family support have higher levels of entrepreneurial passion that is enhanced at higher levels of entrepreneurial orientation. In addition, our findings suggest that at higher levels of family-work conflict, entrepreneurial passion is enhanced with increased levels of resilience and increased levels of entrepreneurial orientation.

Title: Family Businesses and Internationalization: Effects of Family Control on Initial International Entry Timing

Authors: Robert Evert¹, **John Martin**²

¹United States Air Force Academy, ²University of Alabama at Birmingham, Birmingham, Alabama

A firm's initial international entry—its first expansion into a foreign market—is considered a major, and often risky, strategic action that enables a firm to compete and sustain key competitive advantages. However, our

understanding of the timing determinants related to such entry remains understudied, particularly among family businesses, where variance in initial international entry is explained by the family's reconciliation of trade-offs between short-term SEW and financial losses versus long-term SEW and financial gains. Using survival analysis and a behavioral agency model approach, this study examines the timing of initial international entry across 318 family and 380 nonfamily firms between 2006-2015. Our findings show mixed support for multiple hypotheses focused on initial international entry timing differences between family and nonfamily firms, the relationship between family control and entry timing, and the effect of dual-hatted CEO/Board Chair family members dual-hatted as CEO/Board Chair on this relationship.

Title: Let's Play Family Feud: a Meta-Analysis of the Role of Affect in Predicting Family Firm Outcomes

Authors: **Victoria A. Yates**¹, Maria V. Bracamonte², Erik Markin³, James Vardaman⁴

¹Oklahoma State University, Stillwater, OK, ²Mississippi State University, Starkville, Mississippi, ³Mississippi State University, Starkville, MS, ⁴University of Memphis, Memphis, TN

Emotions are central to family firm theorizing. Indeed, they play a critical role in the mechanisms underlying such family firm-specific concepts as socioemotional wealth, familiness, and family social capital – bedrocks of family firm theorizing. Family firms are comprised of interlinking, inextricable family and firm systems. In accordance, emotions and affect of owning family members must play a pivotal role in firm decisions, processes, and outcomes. Despite this, research exploring the role of emotions and affect in family firms has developed slowly and with limited theoretical cohesion. Relying on a theoretical framework drawing on extant perspectives of affect in emerging and small businesses and family science theories, the study herein provides an initial, exploratory meta-analysis on the role of positive and negative affect on both family and firm outcomes. Theoretical contributions include a clarification of the role of affect in family firms and laying the groundwork for a future research agenda on emotions in family business.

Roundtable #1B: Entrepreneurial Behaviors and Characteristics

9:45 AM - 10:45 AM

Salon Del Rey A

Title: ADHD and entrepreneurship: A comprehensive review and agenda for future research

Authors: **Rajdeep Kaur**, Auburn University, Auburn, Alabama

This review focuses on attention-deficit/hyperactivity disorder (ADHD) in entrepreneurs and the effect ADHD symptoms can have on entrepreneurial activities and behaviors. Indeed, multiple theoretical frameworks have provided a foundation for understanding the outcomes and mediating mechanisms associated with ADHD. What is less clear, however, is the extent to which these frameworks have been empirically supported. In this systematic review, I assess extant research, focusing on measurement issues and relationships in ADHD studies. Furthermore, I discuss how studying ADHD in entrepreneurship can be advanced and prompt continued research related to entrepreneurs with ADHD. The assessments and discussions help reveal as well as address tension in the literature, identifying numerous research opportunities that may not be obvious by looking at previous work individually. Overall, the review should contribute to how we can better understand the effects of ADHD symptoms in entrepreneurship.

Title: Title: Ah, You're One of Those Entrepreneurs: Investor Typecasting and Venture Evaluations

Authors: **Jonathan C. Freedom**¹, Chad Navis², Amy Ingram¹

¹Clemson University, Clemson, South Carolina, ²Clemson University, Piedmont, SC

Guided by the premise that the uncertainty entrepreneurial investors experience when they evaluate entrepreneurs provides a recognized trigger for sensemaking (Day & Lord, 1992; Weick, 1995; Weick et al., 2005), this study adopts a sensemaking approach to explore and understand how investors make sense of

entrepreneurs in early-stage investment decisions. We conducted an in-depth qualitative analysis of 68 video-recorded entrepreneurial pitches to early-stage investors located across the United States. Extensive investor interviews (44 interviews were conducted) were used to evaluate the investors' reactions to these pitches. Qualitatively analyzing these interviews, we sought to understand which cues the investors identified and focused on during the pitch, as well as how such cues informed the investors' overall impressions, labeling, and evaluations of the entrepreneur. As we compared, contrasted, and validated common themes associated with combinations of recurring cues, labels, and explanations, we induced a typology of five primary types of entrepreneurs associated with such investor typecasting: the *Novice*, *Technician*, *CEO*, *Humanitarian*, and *Salesman*.

Title: Birds of Same Feather: Predicting Informal Entrepreneurs' Formalization Behaviors

Authors: **Chioma L. Okpalaeke**¹, Per Bylund²

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

Informal entrepreneurs operate ventures hidden from regulative authorities and thereby are a concern to policy makers. To address this concern, policy makers initiate intervention projects that present opportunities and consequences to informal entrepreneurs. In response to these interventions, informal entrepreneurs may engage in reactive formalization behaviors that advance them closer to or farther from formalization. However, these interventions are costly, and they have broader implications for entrepreneurship. Informal entrepreneurs' social networks are identified as playing a crucial role in the formation of conformance attitude towards formalization which enables the prediction of reactive formalization behaviors. Relying on the theory of planned behavior, we show that groups comprising of similar others, inform attitude and impact self-efficacy. We develop a conceptual framework that advances understanding of the mechanism through which social homophilous groups impact reactive formalization intentions and thereby provide new knowledge of such groups as the most important referent in predicting informal entrepreneurs' formalization behaviors.

Roundtable #1C: Digitalization and Entrepreneurial Dynamics

9:45 AM - 10:45 AM

Salon Del Rey A

Title: Ramrodding Through the Digital Era: The Moderating Influence of Digitalization on Entrepreneurial Agency and Action

Authors: **Jasmine N. Kelley**¹, Wyatt Lee², Franz T. Lohrke²

¹Auburn University, Kiln, MS, ²Auburn University, Auburn, Alabama

Large corporations often face bureaucratic impediments arising from their organizational structure. These same firms, however, also enjoy benefits that allow them to compete in the greater marketplace. We posit that digitalization may impact current assumptions about these impediments in extant literature. We first review current literature on entrepreneurial agency and action in corporate entrepreneurship. Then, we extend the Unified Theory of Entrepreneurial Agency (McMullen et al., 2021) to investigate how the moderating influence of digitalization impacts the relationship between elements of entrepreneurial agency and entrepreneurial action employed to transform structural contexts. Throughout this discussion, we detail digitalization's potential effect on components of the entrepreneurial process, such as opportunity identification and corporate venturing. We then examine how elements of innovation in corporations might mitigate disadvantages. We conclude by discussing future research directions and future research implications.

Title: Bad News Wildfire: Impression Offsetting and Retaining Crowdfunders in the Aftermath of Negative Information

Authors: **Jasmine N. Kelley**¹, Michelle L. Zorn², Miles Zachary³, Jacob A. Waddingham⁴

¹Auburn University, Kiln, MS, ²Auburn University, Auburn University, Alabama, ³Auburn University, Auburn, AL, ⁴Texas State University, Austin, Texas

Equity crowdfunding is a popular method for financing business ventures, yet little is known about what drives backers to withdraw their commitments, especially when faced with unfavorable news. Drawing upon the expectancy violations theory and insights from impression management research, this study delves into the role of impression offsetting in reducing the likelihood of equity crowdfunding investors disengaging following negative information disclosures. Impression offsetting, a strategic technique organizational leaders employ to mitigate the repercussions of unexpected events, is introduced as a focal concept. We investigate the linkages between negative information disclosures and investor divestment and confidence via employing a vignette study. Specifically, we explore the impact of impression offsetting, encompassing both anticipatory and reactive strategies, on investors' responses to negative information disclosures. Furthermore, we apply peak-end theory to assess whether reactive or anticipatory impression offsetting more effectively moderates the link between negative information disclosures and investor divestment. This research contributes to the limited empirical evidence on anticipatory and reactive impression offsetting and introduces peak-end theory as a new theoretical lens to consider these relationships.

Title: A Distributional Exploration of the Growth and Size of Entrepreneurial Ventures

Authors: **Kaushik Gala**, Iowa State University, Ames, IA

Entrepreneurial expectations of venture growth are often formed on the basis of ad hoc or anecdotal information, entrepreneurial motivations, and personal experience. However, this ‘inside view’ of expected outcomes can lead to excess entry or missed opportunities. Hence, inducing an ‘outside view’ among entrepreneurs is crucial for accurately calibrating expectations of venture growth and size. While research on decision-making often suggests using base rates (i.e., averages) to induce an ‘outside view,’ this approach largely fails in entrepreneurship due to the substantial variance in outcomes and the prevalence of outliers. Therefore, this study takes a first step towards enriching entrepreneurs’ outside views by exploring data for over 40,000 fast-growing private firms (collectively spanning 41 years). Through a largely atheoretical, empirical analysis of publicly available longitudinal data for fast-growing private companies in the US, we show how the distributions of revenue growth, revenue, and employee count are consistently right-skewed and heavy-tailed. Moreover, we reveal the remarkable stability - over decades of economic cycles and technological disruption - in median values of venture growth and size, thus lending credence to their contextual use in forming entrepreneurial expectations of venture outcomes. In doing so, we contribute to emerging research that adopts a distributional perspective to investigate the prevalence and influence of star performers in entrepreneurship. Moreover, the practical insights we provide using real-world data can be used in future studies that employ experiments to induce outside views and examine their influence on entrepreneurial judgments.

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

"All About Gender": Stereotypes and Discrimination

11:00 AM - 12:00 PM

La Vista DE

Facilitator: Karen Landay (University of North Texas)

Title: He Loves, She Loves? Exploring the Intersection of Occupational Gender, Work Passion, and Gender Stereotypes

Authors: **Clarissa R. Steele**¹, Karen M. Landay²

¹Kansas State University, ²University of North Texas, Denton, Texas

Although the importance of work passion is well established, and decades of research has examined the sources and influence of gender and occupational stereotypes, scholars have yet to investigate the intersection of these key social norms. Based on social role theory, we conducted a 2x2x2 between-person vignette

experiment (n = 348) manipulating occupational gender (masculine or feminine), occupational passion (high or low), and employee gender (male or female). Our results revealed that (1) male employees in high-passion masculine jobs received significantly higher ratings for job dedication than employees in other experimental conditions, (2) employees in high-passion occupations received significantly higher ratings of respect for others, but not liking, and (3) high work passion mitigated the effect of gender incongruence between employee and occupational gender such that male and female employees in congruent and incongruent occupations that require high passion received similar ratings of job fit. However, we found that men still benefit the most from high work passion when they are in masculine occupations. Taken together, our findings shed light on the need to further explore this developing area of research.

Title: Discrimination Against Transgender Job Applicants And Its Remediation

Authors: **Deepanshu Wadhwa**¹, Chetan Joshi²

¹*Indian Institute of Management Calcutta, Joka, WEST BENGAL, India*, ²*Indian Institute of Management Calcutta*

Using the stereotype content model, we posited that recruiters might be particularly biased against transgender job applicants. We propose that this cisgender-transgender disparity is due to negative stereotypes associated with transgender individuals. Specifically, transgender applicants are more likely to be discriminated against in selection decisions due to perceived stereotypes of low warmth and low competence of transgender individuals. Furthermore, building on the literature on individuating information, we proposed that this stereotype content-based discrimination can be mitigated by emphasizing individuating/counter-stereotypical information. The results from an experimental study were consistent with our expectations: cisgender managers preferred cisgender applicants over equally qualified and skilled transgender applicants. Also, warmth and competence ratings explained this discrimination against transgender applicants. This bias was attenuated when high warmth and high competence individuating information (i.e., countering the stereotype) was provided. Moreover, cisgender applicants are rated highly irrespective of the individuating information, but emphasizing both high warmth and high competence is necessary for transgender applicants. In other words, transgender individuals possess a “double burden” for equal treatment. We discuss the implications of our findings for discrimination against transgender people, the literature on the individuating information and stereotype content model, and the limitations.

Track 9: PDI Professional Development Institute

"Which One of You is the Good One?" - The Subtle Art of Being Married in Academia

11:00 AM - 12:00 PM

La Princesa

Title: "Which One of You is the Good One?" - The Subtle Art of Being Married in Academia

Authors: **Charn P. McAllister**¹, Michelle McAllister¹, Laura Madden², Timothy M. Madden³, B. Parker Ellen⁴, Jennifer Sexton⁵

¹*Northern Arizona University, Flagstaff, AZ*, ²*East Carolina University, Greenville, North Carolina*, ³*East Carolina University, Greenville, NC*, ⁴*Mississippi State University, Mississippi State, MS*, ⁵*Mississippi State University*

This symposium seeks to provide guidance on how to find success, deal with defeats, and overcome the obstacles associated with being a dual-career academic couple. Understanding the “rules” of being married to another academic can be critical to career success; yet most of these rules are unspoken and often learned only through painful first-hand experiences. This panel includes three academic couples representing over forty years spent together while in academia. We will provide authentic advice through an interactive session

focused on helping dual-career couples succeed and initiating discussion about how administrators and colleagues can support faculty experiencing these challenges.

Track 8: Teaching Innovations

Critical Thinking through Innovation

11:00 AM - 12:00 PM
La Condesa

Title: Aha!: Building Leader Identity through Moments of Insight During Experiential Learning Exercises

*** Best Paper in Track 8**

Authors: **Heidi M. Baumann**¹, Anna M. Zabinski¹, Nathan S. Hartman²
¹Illinois State University, Normal, Illinois, ²Illinois State Univeristy, Normal, Illinois

While leadership is a commonly referenced term in business schools, undergraduate business students often lack knowledge about fundamental leadership processes and fail to develop leadership skills. This is problematic as it may prohibit them from forming a leader identity, which is important for motivation to seek leadership development opportunities. The current session offers an overview of three experiential exercises intended to produce “aha” moments related to basic leadership processes. There is value in incorporating exercises that emphasize these “aha” moments as the accompanying discovery or insight can help students gain fundamental leadership knowledge that contributes to leader identity development. This session proposes an engaging format where participants will walk away with tools to support students’ leader identity development and ultimately enhance student engagement in the classroom.

Title: The Side Hustle Project: Teaching Entrepreneurial Skills with Generative AI

Authors: **Elisabeth Gilbert**, Washington and Lee University, Lexington, VA

The world of work is changing, and with it, the capabilities students will need for successful careers. Not only are generative AI skills poised to become a basic requirement for many professional jobs, but with a growing number of workers supplementing their primary income through entrepreneurial “side hustles,” graduates must also be equipped to leverage their other skills in creative (and lucrative) ways. In this session, I present an engaging assignment designed to address both needs by asking students to develop and test a side hustle concept that makes use of one or more artificial intelligence tools. This project draws on students’ personal interests and talents while reinforcing core business concepts and foregrounding both ethical and practical considerations. I also propose a variety of ways the assignment could be adapted to fit different courses and learning goals.

Track 6: Organizational Behavior

Dark Side of the Moon: Contaminating and Counter-Intuitive Effects on Organizational Climate

11:00 AM - 12:00 PM
La Vista AB

Facilitator: Susan Zhu (University of Kentucky)

Title: There Are Not Enough Resources: A Dual Pathway Model of Competitive Climates and Team-Member Outcomes

Authors: sarah rana¹, Denise Robb²

¹University of South Alabama, fresno, California, ²University of South Alabama, Mobile, Alabama

The current study proposes a dual pathway model to explore how competitive climates interact with political and collaborative team climates. Using Hobfoll's (1989) Conservation of Resource Theory, we posit that competitive climates limit resources, creating resource scarcity. Given the nature of resource scarcity in competitive climates, an individual cannot acquire rewards without interfering with others' ability to access those rewards. Therefore, it will result in team interpersonal conflict and decrease team cohesion. To analyze the interaction effect of competitive and political team climates, we argue that political climates promote behaviors, such as seeking control or exploiting others' resources, to further personal agendas. Thus, competitive and political climates will intensify resource scarcity, heightening team interpersonal conflict. Conversely, competitive and collaborative climates will weaken the negative relationship between competitive climates and team cohesion. Despite the inherent resource scarcity in competitive climates, collaborative climates work together to minimize resource loss and actively seek to share resources. Further, we predict that team interpersonal conflict will negatively impact team well-being, and team cohesion will positively affect team satisfaction. The present study seeks to contribute to the conflict, competition, and climate literature. Additionally, future research directions and limitations are discussed.

Title: One Bad Apple: Exploring How Greed Contaminates Organizational Climates and Cultures

Authors: Houra Hajian¹, Ahad Koushan¹, Pouya Haddadian Nekah²

¹southern illinois university, CARBONDALE, IL, ²chicago tech, chicago, IL

This study investigates the role of greed in shaping organizational environments, focusing on its impact on peers within the same hierarchical level. Drawing from historical, philosophical, and psychological perspectives, greed is examined not just as a personal vice but as a force that potentially disrupts workplace harmony. Employing Social Comparison Theory, the research explores how greed intensifies competition and fosters toxic interactions among colleagues. Data were collected from 300 full-time U.S. employees via the Prolific platform, renowned for its reliability. The cross-sectional study was conducted on April 3rd, 2024, targeting adults in various organizational roles, with a demographic composition of 55% female participants. Those failing an attention check or with incomplete data were excluded from the analysis. Preliminary findings suggest a significant correlation between greed and competitive psychological climates, which are linked to increased workplace toxicity. Intriguingly, the study reveals gender differences in these dynamics, with women showing a stronger response to competitive pressures driven by greed. By delving into the less-explored area of greed among equals rather than across hierarchical levels, this research extends the dialogue on how individual traits can impact the organizational environment. The insights offered here raise critical questions about managing greed to foster healthier work environments, setting the stage for future inquiries into sustainable organizational practices.

Title: The Balance of Competing and Cooperating: How Competitive Individuals Engage in Coopetition

Authors: R. Gabrielle Swab¹, Paul Johnson², Tyler N. Fezzey³

¹Georgia Southern University, Baltimore, MD, ²University of Mississippi, ³The University of Alabama, Tuscaloosa, AL

Studies on coopetition are frequently geared toward a macro-level, disregarding elements of coopetition that exist between individuals. Despite ample evidence that individuals possess dispositional preferences for competing and cooperating and are often forced to make decisions to enact competition, cooperation, or both, extant research lacks a multilevel lens of the phenomenon. As such, this manuscript empirically examines coopetition using individual-level competitiveness and cooperativeness. We adopt a social cognitive theory lens and assess the triadic influences of dispositions, behaviors, and environment in emerging coopetition. The results suggest situations are rarely purely competitive or cooperative as individual dispositions, perceptions,

and situational interdependencies influence whether individuals engage in competitive, cooperative, or both types of behaviors.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Entrepreneurial Drivers: Identity, Cognition, and Socioeconomic Factors

11:00 AM - 12:00 PM
El Mirador B West

Facilitator: Andréa Hodge (Florida State University)

Title: Income Inequality, Entrepreneurs, And Social Comparison

Authors: Faezeh Alinaghizadeh¹, **Justin Pepe**¹

¹*Old Dominion University, Norfolk, VA*

Rising income inequality has been labeled one of the major challenges of our time, with numerous negative impacts on society, including institutional degradations, negative community externalities, and adverse individual outcomes. However, the potential psychological effects of income inequality on entrepreneurs and how it may impact their likelihood of launching new ventures is largely unknown. This study addresses this gap by investigating the interaction effect of income inequality, household income, and social comparison orientation on entrepreneurs' expectancy beliefs and perceived new venture success. We expect income inequality will be more salient for those higher in social comparison orientation because they tend to engage in more frequent social comparisons, which can lead to negative self-perceptions, lower self-esteem, and more negative emotions when exposed to upward comparisons. Consequently, we propose a three-way interaction hypothesis, positing that entrepreneurs' belief in new venture success is lowest when income inequality is high, social comparison orientation is high, and household income is low. This research extends our understanding of economic and psychological factors that moderate the effects of income inequality on entrepreneurs, with implications for research on entrepreneurial cognitions. The study also provides practical insight into inequality's influence on entrepreneurs' willingness to engage in business venturing.

Title: Contributing Ideas as an Aspiring Entrepreneur: A Longitudinal Identity-Based Motivation Perspective

Authors: Ted A. Paterson¹, Jie Feng², Lei Huang³, **Franz T. Lohrke**⁴, Joel B. Carnevale⁵, Alexander B. Hamrick⁶

¹*Oregon State University, Corvallis, OR*, ²*Rutgers University*, ³*Auburn University*, ⁴*Auburn University, Auburn, Alabama*, ⁵*Syracuse University, Syracuse, New York*, ⁶*University of Richmond, Richmond, Virginia*

Multiple perspectives on identity highlight its importance in motivating an individual's current and future behavior. Entrepreneurship scholars have employed multiple theoretical perspectives to examine how individuals answer the question "Who am I?" and, in turn, what entrepreneurial behaviors they exhibit as a result of the motivational strength of this core self-concept. Research examining more future-oriented identities (i.e., "Who would I like to become?"), particularly entrepreneur identity aspiration (EIA), however, has only recently begun to emerge. We build on and extend this work by how examining entrepreneurs' views of their "possible selves" impact their behaviors, even as they continue to engage in paid employment. Drawing from the identity-based motivation (IBM) framework, which emphasizes individuals' readiness to act in ways that align with their identities and to adopt identity-congruent mindsets, we investigate how EIA might catalyze employees' workplace idea development behaviors—specifically, creativity and voice behavior—which are critical to the processes of entrepreneurship discovery and exploitation. We also consider gender as a

potentially significant moderating factor in these relationships. Employing a longitudinal design with a sample of 178 adults, we examine the relationships over time. Results largely support our hypotheses, underscoring the value to companies of effectively leveraging employees with EIA. In addition our findings contribute to EIA research by demonstrating the IBM framework's utility in understanding how identities of future selves can influence behavioral outcomes.

Title: Entrepreneurial Orientation as a Facilitator between Strategic Thinking and Product Performance Relationship

Authors: **Saurabh Srivastava**¹, Guclu Atinc², Sonia Taneja³

¹Texas A&M University - Commerce, Commerce, Texas (TX), ²Texas A&M - Commerce, Commerce, TX,

³Texas A&M University- Commerce, Commerce, Texas

This study utilizes a survey-based approach to assess how strategic thinking, entrepreneurial orientation, and product performance are interrelated. Using a sample of entrepreneurs residing in the United States, the findings of the study demonstrate that, as a second-order construct, strategic thinking is an antecedent of self-reported product performance, and that relationship is mediated by the proactiveness dimension of the entrepreneurial orientation construct. In addition, contrary to our expectations, proactiveness and product performance relationships are observed to be negatively moderated by environmental dynamism. The practical and theoretical implications of these findings are discussed.

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

International Management: how context influence firm actions

11:00 AM - 12:00 PM

El Mirador B East

Facilitator: Christina Wang (Florida State University)

Title: The Antecedents of Political Ties: Firms' Internationalization Strategies and Their Stock of Political Ties

Authors: Lilac Nachum¹, **Rajeev J. Sawant**², Andrei Panibratov³

¹Baruch College, ²Florida Atlantic University, Davie, FL, ³Léonard de Vinci Pôle Universitaire, Research Center, France., Paris, France

Building on Resource Dependence Theory we theorize the formation of political ties as originating in the interdependencies between firms and politicians. We hypothesize that the intensity and volume of firms' exports affect the strength of the interdependencies between them and politicians and influence the formation of political ties. The strength of these relationships is contingent upon politicians' political power and firms' scope of FDI and industrial affiliation. We test these predictions based on data on the political ties of a sample of Russian exporters between 2012-2014. The findings show that firms that export more have a larger stock of political ties. This finding portrays firms as active agents who in their strategic choices can affect the stock of their political ties. The results of the contingency effects attest to the critical role of context in shaping the relationships between firms' exports and the stock of their political ties. We supplement the interest in the consequences of political ties by inquiring into their antecedents, thus providing fuller understanding of the relationships between firms' internationalization and their political ties.

Title: The evolution of International Business research: A bibliometric analysis of IB journals

Authors: **Katia De Melo Galdino**, Georgia Southern University, Statesboro, Georgia

The field of international business (IB) research emerged in the 1960s. Since then, the number of journals publishing research on IB-related topics has expanded considerably, with dozens of journals dedicated to the field. Given such a growth, it is important to take stock of the current state of IB research. This study employs a bibliometric analysis to assess the structure and evolution of the field, comprising 15,031 articles published in the main IB journals since the 1960s. It uncovers the main articles, most prolific authors, institutions, and countries, as well as the main research themes per decade. Altogether, the analyses show that firm performance is at the center of IB research, while multinational firms and foreign direct investment, alongside innovation, represent its building blocks. Nonetheless, IB research on SMEs and family-owned businesses has been increasing, alongside the role of technology on successful firm internationalization. Moreover, research on Chinese firms has dominated the field in recent years, with authors and institutions affiliated with China making it the third most prolific country. Yet, IB research is still dominated by authors and institutions in the United States and England, with little participation from Africa and South America. As the field grows and evolves, it is expected that IB research becomes increasingly more international.

Title: The Impact of Managerial Resources on Firm Bribery: The Effects of the Institutional Environment

Authors: **Allyson J. Morales Garcia**¹, Juan Carlos Morales-Solis²

¹*Grupo LAFISE, Leon, Leon, Nicaragua*, ²*West Texas A&M University, Canyon, Texas*

This study examines the effects of firms' managerial resources on their bribery activity in emerging markets. Using the resource-based view of the firm and institutional theory, we argue that firms led by managers with higher managerial experience (i.e., industry-experienced managers) can leverage their intra-industry connections to key suppliers, creditors, regulators, and influential resource networks to circumvent bribery pressures. However, we also argue that as firms face more informal (i.e., informal competition) and formal pressures (i.e., tax obstacles), firms with greater managerial resources may increase their incidence of bribery. We argue that institutional business constraints incentivize firms with managerial capabilities to intensify their bribery activities. We test our hypotheses using data from the World Bank's Enterprise Survey of 36,864 firms in emerging economies from 2009-2022. Our research provides important insights by expounding on the relationship between managerial resources and bribery in emerging market firms.

Track 9: PDI Professional Development Institute

Keeping Hope Alive: The Art of Navigating Publishing, Obligations and Life

11:00 AM - 12:00 PM

Salon Del Rey C

Title: Keeping Hope Alive: The Art of Navigating Publishing, Obligations and Life

Authors: **Jamila S. Maxie**¹, MaQueba Massey², Terrance L. Boyd³, LaStarr Hollie⁴, Marla L. White⁵, Darryl Rice⁶, Nicole C. Young⁷

¹*University of Central Arkansas, Maumelle, Arkansas*, ²*Iowa State University, Des Moines, IA*, ³*Texas Christian University, Fort Worth, TX*, ⁴*Fort Worth, TX*, ⁵*Virginia Tech, Arlington, Texas*, ⁶*Miami University, Oxford, Ohio*, ⁷*Franklin & Marshall College, Lancaster, Pennsylvania*

As art often imitates life, the management phenomena occurring in organizations are also replicated in academia. The notion of early career burnout and waning of mental well-being are impacting our faculty, especially junior faculty members. Through this interactive and collaborative session, we desire to spark authentic conversations around the struggles and provide practical strategies. In addition to roundtable exercises, we will glean from the lived-experience of both tenured faculty who have mastered the art of faculty

productivity (research, teaching, and service) while maintaining a thriving non-work life, along with a host of junior scholars representing varying stages along the tenure-track path.

Track 6: Organizational Behavior

Leader-Member Identities and Relationships

11:00 AM - 12:00 PM

La Vista F

Facilitator: Pol Solanelles (Le Moyne College)

Title: A Meta-Analytic Test of the Descriptive and Prescriptive Accounts of Leader–Member Exchange Differentiation

Authors: **Zhenyu Yuan**¹, Alexander Effinger², Ui Y. Sun³, Yue Wang⁴

¹Chicago, IL, ²University of Illinois Chicago, ³Monash University, Australia, ⁴University of Illinois at Chicago, Chicago, IL

A basic tenet of leader–member exchange (LMX) theory posits that leaders may establish high-quality relationships with some, but not necessarily all, followers. Extending this notion from the dyad level to the team level begets the question of how LMX differentiation may affect the work team as a whole. Although this topic has stimulated a growing body of research, the empirical evidence remains unclear. Furthermore, early theoretical writings on LMX contain some incongruent components regarding LMX differentiation. Nevertheless, direct attempts to address the inherent tension within LMX theory are rare. In the current research, we piece together fragmented components of LMX theorizing regarding LMX differentiation and present an integrative account of the two divergent (i.e., descriptive versus prescriptive) views of LMX differentiation. We conduct a comprehensive meta-analytic synthesis of the LMX differentiation literature to test the two sets of hypotheses developed from the two theoretical perspectives. Results of our theory pruning tests provide some support for the descriptive account, which suggests that LMX differentiation may happen as a result of dyadic relationship building within the team. More importantly, our findings indicate LMX differentiation is detrimental to team functioning, which implies that it should not be prescribed as an effective managerial practice. Adopting a theory-building mindset, we bring to the foreground the tension between the two accounts of LMX differentiation and discuss how it can stimulate more theoretical explorations and empirical investigations in the future. Overall, the current research offers an important roadmap for the next waves of LMX differentiation research.

Title: Leader Identity (In)Congruence: Effects on Subordinate In-Role Performance via Psychological Withdrawal

Authors: **Nathapon M. Siangchokyo**¹, Ryan Klinger¹, Tipat Sottiwan²

¹Old Dominion University, Norfolk, VA, ²Rajamangala University Technology of Thunyaburi, Thunyaburi, Pathum Thani, Thailand

Drawing on role theory and leader identity construction theory, we examine the interplay between supervisor self-identification as leader (“I am your leader”) and subordinate other-identification regarding the supervisor’s leader identity (“You are my leader”). Specifically, we develop a theoretical model that explains how different forms of leader identity (in)congruence influence subordinate’s psychological withdrawal and subsequent in-role performance. Multisource and multi-time data were collected from 223 supervisor-subordinate dyads employed across a variety of industries in Thailand. Using polynomial regression and response surface methodology, our findings revealed that subordinate psychological withdrawal decreases as supervisors and subordinates were in agreement (i.e., congruence) regarding the supervisor’s leader identity. Relative to congruence, our study revealed that subordinate psychological withdrawal increases when there is disagreement, regardless of whether supervisors see themselves as a leader. Subordinate’s psychological

withdrawal was at its lowest level when the supervisor and subordinate agree that the supervisor possesses higher levels of leader identity. Finally, psychological withdrawal mediated the relationship between leader identity (in)congruence on subordinate in-role performance. Advancing the current understanding of leader identity construction, findings from this study challenge current assumptions regarding the positive effects of leader identity internalization. From a practical perspective, this study provides a guideline for how to design leader development and training programs, where roles and identities are fully aligned to promote greater organizational effectiveness.

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

Leadership and Financial Health

11:00 AM - 12:00 PM
La Vista C

This session explores the critical aspects of leadership and financial health within non-profit healthcare organizations. Attendees will gain insights into the roles and responsibilities of CEOs at non-profit Continuing Care Retirement Centers (CCRCs), understanding the unique challenges and strategies involved in leading these organizations. Additionally, the session will delve into the application of the Altman Z-Score in assessing the financial stability of Federally Qualified Health Centers (FQHCs), highlighting its relevance and utility in ensuring long-term viability. Join us to learn how effective leadership and robust financial health metrics contribute to the sustainability and success of non-profit healthcare institutions.

Facilitator: Shawna Green (Mayo Clinic)

Title: Non-Profit Continuing Care Retirement Center CEOs: Who Are They and What Do They Do

Authors: **Dave Williams**¹, Steve P. Fleming², Robyn Stone³

¹*Appalachian State University, Boone, North Carolina*, ²*Kintura, Greensboro, NC*, ³*LeadingAge, Washington, DC*

The present study examines the background, nature of work, and skills necessary for the successful management of continuing care retirement communities in the United States. Results from a survey of not-for-profit continuing care retirement communities' chief executive officers are given and compared to the last similar survey given thirty years prior. The past 30 years has been a time of transition for the industry as it moved from the embryonic stage to the growth stage in its industry life cycle. The findings suggest that today's CEOs are nearing retirement age and more experienced in terms of years of experience and type of experience. This experience may be necessary as the size, types of services offered, payment mechanisms, and skills required to successfully manage in this setting may have changed over time. What has changed little is the racial or ethnic background of these chief executive officers and their communities. Also, despite the large hospitality industry aspect of this industry, hospitality management was not significantly prevalent as a background of the CEOs as some had previously speculated. We discuss implications of these findings and provide recruitment strategies which may be of interest to scholars, practitioners, residents, and policy makers.

Title: Altman Z-Score and its Application to Federally Qualified Health Centers

Authors: **Devdutt S. Upadhye**¹, Mohammed Alzeen¹, Philip Cendoma², Nancy Borkowski³

¹*University of Alabama at Birmingham, Birmingham, Alabama*, ²*University of Alabama at Birmingham, HOOVER, AL*, ³*University of Alabama at Birmingham, Birmingham, AL*

The purpose of this study is to examine if the modified Altman Z-score (1993) could be applied to Federal Qualified Health Centers (FQHCs) to predict financial distress which may lead to changed or reduced operations or possible closure. Although, the Altman Z-score has been widely used in various industries, its

use in the healthcare industry has been limited. This study will be the first to apply this accounting-based financial distress prediction model to FQHCs. This study employs a retrospective, longitudinal quantitative analysis using secondary datasets and a sample of 1260 FQHCs. FQHCs were categorized into three categories based on their modified Altman Z-scores, and odds ratios for change in operations (i.e., closure or consolidation) were calculated for each category. FQHCs that were in this “high distress” category were almost 5 times likelier to cease operations or consolidate with another entity when compared to FQHCs in the other two better performing categories. Our results show that the modified Altman Z-score has potential utility as a predictor of financial distress for FQHCs. The use of modified Altman Z-scores as predictors of FQHCs’ closures or consolidations have implications for FQHC leadership and policymakers. FQHC boards and executive leaders can use the modified Altman Z-score as a tool to monitor their organization's financial health and use these insights to develop and implement strategic plans that prioritize stability. Policymakers should consider providing targeted support and resources to FQHCs at higher risk of financial distress to ensure the long-term sustainability of these critical healthcare providers.

Title: Exploring the Routine Recording of Health-Related Social Needs in U.S. Acute Care Hospitals

Authors: **Sinyoung Park**¹, Hanadi Hamadi², Samira Abdul¹, Aaron Spaulding³, Jing Xu¹, Mei Zhao⁴

¹University of North Florida, Jacksonville, Florida, ²University of North Florida, Jacksonville, FL, ³Mayo Clinic, Jacksonville, Florida, ⁴University of North Florida

The objective is to evaluate the correlation between hospital characteristics, contextual county determinants, and the systematic recording of health-related social needs among general and surgical acute care hospitals in the U.S. A cross-sectional retrospective study design was utilized. All hospitals that completed the American Hospital Association Annual survey (n=2,254) were included in the study. A series of multinomial logistic analyses were conducted. The relative risk of hospitals routinely collecting social needs data are 67% lower in for-profit hospitals and 90% higher in not-for-profit hospitals compared to government hospitals. Hospitals that are part of a system were 1.5 times more likely to routinely collect data on social needs than stand-alone hospitals. In addition, counties with higher household income have statistically significant higher relative risk of hospitals collecting data on social needs, though the magnitude of difference is small. The relative risk of hospitals that collect social needs data but not routinely are 2 times higher in teaching hospitals and 3 times higher among system hospitals. The findings of this study hold promise in informing policy development, guiding healthcare interventions, and enriching our understanding of the complex relationship between hospital characteristics, county determinants, and the incorporation of social determinants of health into routine healthcare data collection practices. Our research strongly indicates that comprehending and addressing these inherent hospital-related factors are essential for effectively integrating social determinants of health into routine healthcare data collection practices.

Track 4: Human Resources/Research Methods

Leadership Strategies and Organizational Insights

11:00 AM - 12:00 PM

El Mirador C East

Facilitator: Feigu Zhou (The University of Memphis Fogelman College of Business)

Title: That’s Too Much Work: Prejudice and Workload Apprehension Impact on Foreign National Hiring Bias

Authors: **Denise Robb**¹, sarah rana²

¹University of South Alabama, Mobile, Alabama, ²University of South Alabama, fresno, California

The proposed study utilizes a dual-mediated model to investigate the relationships between foreign national job applicants, prejudice, and workload apprehension regarding hiring intentions. This paper serves as one of

the first attempts to study discriminatory hiring practices through the lens of the stress response, apprehension, instead of focusing solely on bias and prejudice. The study contributes to the existing human resource management, discrimination, and stress literature by proposing new interaction effects that result in adverse outcomes from a stress response, discrimination, and talent acquisition standpoint. The study proposes a multi-method, time-lagged study to investigate the relationships between avoidance behavior, prejudice, and hiring discrimination of H-1B visa candidates.

Title: A Person-Centered Investigation of Quiet Quitting and its Financial Implications

Authors: **Kristina Tirol-Carmody**¹, Christina Li², Daniel D. Goering³

¹University of Kansas, Lawrence, KS, ²University of Oklahoma, Norman, OK, ³Missouri State University, Springfield, MO

Quiet quitters are employees who refrain from investing all their extra efforts to go above and beyond. Given that modern organizations increasingly rely on their employees to be highly engaged and go beyond the call of duty to maintain a competitive advantage, quiet quitters may pose significant financial consequences for employers. Yet, popular press and existing literature suggest that not all quiet quitters are created equal: Some internally divest from their work (i.e., limit their engagement), some externally divest from taking on additional job duties (i.e., limit their extra-role behavior), and others display a combination of the two (Klotz & Bolino, 2022; Krueger, 2022). As such, there are likely subpopulations of employees who differentially combine the internal and external discretionary effort aspects of quiet quitting, and these distinct types of quiet quitters may pose different financial implications for organizations. In an effort to unravel these nuances, we adopted a person-centered approach using latent profile analysis on a sample of hospital employees and identified four distinct profiles—*internal quiet quitters*, *external quiet quitters*, *dualistic quiet quitters*, and *loud quitters*—and found that they differ in cost effectiveness based on their salary and in-role performance. Our results advance the theoretical and practical understanding of quiet quitting by highlighting the complex costs but also the possible benefits associated with quiet quitters, thus challenging common assumptions that employees who opt for a more ‘minimalist’ approach to their work inherently jeopardize the value they bring to their organization.

Title: Present and Largely Unexplored: Understanding CHRO Tenures and Strategic Functions on TMTs

Best Doctoral Paper in Track 4

Authors: **Andrew Millin**¹, Donald J. Schepker²

¹Florida International University, Miami, FL, ²University of South Carolina, Columbia, SC

Top management teams (TMTs) play critical roles in organizations as members of the strategic leadership system. Increasingly, research is focusing on how individual, functional TMT members influence organizational outcomes, noting that they play both a strategic role on the TMT and a role as leader of a key organizational function. In this study, we explore the extent to which one functional TMT member, Chief Human Resource Officers (CHROs), focus on roles that are geared toward serving as a strategic business partner versus as functional leaders. We leverage a unique dataset of CHROs’ self-reports regarding how they perform their roles over an 8-year period to explore how characteristics of CHROs influence how they spend their time. Results show that organizations with longer-tenured CHROs have CHROs who spend more time on average in strategic business partner roles versus functional roles, while a given CHRO increases their focus on these activities as their tenure also increases. We also find that CHROs with more prior experience in CHRO positions at publicly traded firms spend more time on average in strategic business partner roles within the CHRO position.

Track 7: Strategic Management

Measurements, Methods, and Modeling in Strategy Research

11:00 AM - 12:00 PM
El Mirador C West

Facilitator: Miles Zachary (Auburn University)

Title: A Process Model of Board Characteristics and Firm Performance: A Meta-analytic Structural Equation Modeling Approach

Authors: **Aten Zaandam**¹, Tatiana Stettler², Alan Ellstrand³, Orhun Guldiken⁴, DINESH HASIJA⁵
¹Duke University, Durham, NC, ²Kent State University, Kent, Ohio, ³University of Arkansas, ⁴Florida International University, Miami, Florida, ⁵Georgia State University, MARTINEZ, GA

It has been three decades since Zahara and Pearce's (1989) seminal piece theorized the relationship between board characteristics and firm financial performance. However, several meta-analyses and tons of empirical studies have yet to establish a systematic relationship between board characteristics and firm performance. In this paper, we extend previous research by investigating *how* board characteristics influence firm performance through intervening mechanisms. We theorize that the relationship between board characteristics and FFP is mediated by board roles and strategic risk-taking. Using meta-analytic data from 139 studies spanning 45,889 firms and applying structural equation modeling, we test several models that help us establish this theorized relationship. Similar to previous studies, we find a small direct effect of board characteristics on firm financial performance. However, we reveal that the board's engagement in monitoring and resource provision roles, as well as higher levels of strategic risk-taking, play a mediating role in this relationship. Moreover, we explain the nuance between the two board roles and their separate association with firm performance. Our study helps to reconcile the debate between agency and resource dependence researchers who have examined this relationship previously. Our study suggests that there is indeed relationship between board characteristics and firm financial performance, although it is distal. Scholars interested to study this relationship should look deeper into the intervening mechanisms.

Title: Uncertainty, Persistence, and Path-dependence: Assessing the Application of Autoregressive Time-Series Models in Strategy Research

Authors: **Athina Skiadopoulou**¹, Paul L. Drnevich², Vishal K. Gupta³
¹University of Alabama, Tuscaloosa, AL, ²U. of Alabama, Tuscaloosa, AL, ³The University of Alabama, Tuscaloosa, AL

Strategic management research frequently involves contexts characterized by high levels of environmental dynamism, uncertainty, risk, and path dependencies— factors which present significant methodological challenges to scholars studying such contexts. To help scholars more effectively address these challenges, we examine 132 studies published from 1981 to 2022 to identify the application, contributions, and potential improvements of the *five* most common types of autoregressive and time-series analysis models. We delve into how these models have unveiled novel findings and relationships, and enriched the comprehension of extensively debated topics, such as performance consistency and uncertainty quantification. A significant observation from our analysis underscores a common tendency to overlook rigorous model selection tests, with a preference for adhering to prior literature. This tendency neglects key considerations like non-linear dynamics and seasonal fluctuations, issues that various adaptations of the models could effectively mitigate. We further explore the successful implementation and limitations of these models, offering insights and recommendations for their application and extension in new strategic research arenas.

Track Chair Luncheon - Invitation Only

12:00 PM - 1:00 PM
The Stetson

Track 9: PDI Professional Development Institute

Artificial Intelligence in Action using Python: Developing Chatbots for Experimental Management Research for Beginners

1:30 PM - 2:45 PM
La Reina

Title: Artificial Intelligence in Action using Python: Developing Chatbots for Experimental Management Research for Beginners

Authors: **Justin B. Keeler**, Wichita State University, Maize, KS

This workshop targets management scholars eager to leverage AI in their research, focusing on designing, developing, and deploying chatbots using APIs. It highlights the significant advances in AI technologies such as OpenAI's ChatGPT, Anthropic's Claude 3, and Google's Gemini, emphasizing the dynamic interactions possible between humans and machines. Participants, ranging from beginners to experienced users, will gain practical skills and insights, enhancing their ability to incorporate AI tools into experimental studies and curricula, regardless of their prior experience with Python or APIs.

Track 9: PDI Professional Development Institute

Crisp and Fuzzy Set Qualitative Comparative Analysis (QCA)

1:30 PM - 2:45 PM
La Vista AB

This PDI offers an introduction to crisp and fuzzy set Qualitative Comparative Analysis (QCA). This configurational approach has rapidly become a well-established theoretical and methodological approach in management studies. In this session I will introduce QCA's set theoretic foundations and logic; illustrate the empirical application of crisp set (csQCA) as well as fuzzy set (fsQCA) approaches; summarize best practices for all steps of a QCA research design; and discuss these approaches' potential for research on management and organizations.

Presenter: Thomas Greckhamer (Louisiana State University)

Track 9: PDI Professional Development Institute

Endogeneity and Instrumental Variable Techniques

1:30 PM - 2:45 PM
La Condesa

Endogeneity occurs when an independent variable is correlated with the error term in a statistical model. It has become a critical methodological concern for organizational researchers. This talk explores various approaches to address endogeneity and their associated assumptions and limitations. We will begin by discussing instrumental variable (IV) techniques, which can help alleviate endogeneity concerns but require meeting critical assumptions related to instrument relevance and exogeneity. Next, we will look at heteroskedasticity-based identification as an approach to generate instruments when external IVs are not present. This method leverages heteroskedastic errors to construct IVs as a function of the model's data. Finally, we will explore endogeneity in the context of interaction effects, discussing Bun and Harrison's (2019) approach for interactions between an endogenous and exogenous variable. We also highlight the challenges and considerations when both variables in an interaction are potentially endogenous. By discussing these approaches and their associated assumptions and limitations, this talk will aim to equip organizational researchers with a set of tools for addressing endogeneity.

Presenter: Michael Withers (Texas A&M University)

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
El Mirador B East

Title: Getting Access to Field Data: How to Build Long-term Research Relationships with Organizations
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. Building on the success of last year's 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 7: Strategic Management

Political Strategies, Activism, and CSR

1:30 PM - 2:45 PM
El Mirador C West

Facilitator: John Chen (Baylor University)

Title: Untangling the Shackles of Political Embeddedness: Investigating the Impact of Political Strategy on Managerial Discretion

Authors: **Shivam H. Dandgavhal**, Indian Institute of Management Calcutta (IIM-C), Kolkata, West Bengal, India

Political embeddedness theory suggests that political ties provide opportunity for a mutual influence of firm on government and vice versa. Extant literature poses two opposing views of political strategy as a “enabler” and as a “constrainer” of managerial discretion beyond the regulatory framework. These contradictory perspectives and empirical findings present an unresolved knowledge gap to investigate the research question, “Does a firm's corporate political strategy enhance managerial discretion, or does it instead result in firms being co-opted and more likely to conform to political expectations, thereby diminishing their managerial discretion?”. We adopt political embeddedness theory and integrate it with managerial discretion theory to argue that counter intuitive to conventional wisdom, firms are better off using transactional approach to political strategy than relational approach to political strategy in emerging markets. Specifically, we argue that latitude of objectives increases in both relational and transactional approach to political strategy giving rise to agency issues within the firm. While relational approach to political strategy enhances latitude of action in emerging markets, a transactional approach to political strategy does the job of constraining the latitude of action in emerging markets. We test our hypothesis using board level political connections and firm level political donations data of Indian firms and find statistically significant and robust support.

Title: When Activists Collide: Investigating The Effect of Competing Shareholder Demands on Corporate Social Performance

Authors: **Hadi Shaheen**¹, Kamyar Goudarzi², Abhirup Chakrabarti¹

¹Smith School of Business at Queen's University, Kingston, Ontario, ²College of Charleston School of Business, Charleston, SC

We investigate how the advent of competing shareholder demands might influence the effect of social demands on corporate social performance. Using a sample of S&P1500 firms from 2006 to 2019, we argue and find that the precedence of social-oriented demands becomes an enticing opportunity for other shareholders to issue wealth-orientated demands. The results further suggest that socially oriented demands improved social performance but less so in firms subsequently targeted by wealth-oriented demands. Our analysis suggests that becoming subject to heterogenous demands –including both wealth and socially oriented demands– can reduce the effectiveness of the social demands. The findings help explain how shareholder activist groups, in trying to encourage responsible social practices, may do the opposite.

Title: Social Ventures Managerial Compensation and Organizational Distinctiveness: A Machine Learning Approach

Authors: **Jiaju Yan**¹, David Gras², Xiaqing He¹

¹Baylor University, Waco, TX, ²University of Tennessee, Knoxville, TN

The value of achieving optimal organizational distinctiveness has long been recognized in management. Pursuing such a strategic position allows firms to offer distinct value propositions while maintaining certain degrees of legitimacy. Prior related scholarly works have predominantly been among commercial (and generally large, public) firms. Nevertheless, the value of organizational distinctiveness is even more pronounced for social ventures, given their hypercompetitive and complex funding structure. Moreover, the extant research has primarily emphasized the organizational outcomes of organizational distinctiveness. The question of how social ventures can achieve organizational distinctiveness has been overlooked. To address this, we investigate salient and unique factors that may be theoretically linked to organizational distinctiveness as an outcome among social ventures. Specifically, we theorize that social ventures' managerial compensation positively impacts distinctiveness, yet such a relationship is contingent upon characteristics of funding sources and industry heterogeneity. We employed a machine learning approach and a natural language processing (NLP) technique known as topic modeling to gather and analyze official organizational websites of more than 23,000 Canadian social ventures over the most recent decade. The results supported theorized relationships. We make significant contributions to organizational distinctiveness and social organization literature.

Title: NAVIGATING CORPORATE SUSTAINABLE DEVELOPMENT: CHIEF SUSTAINABILITY OFFICER APPOINTMENT

*** Best Doctoral Paper in Track 7**

Authors: **Beatrisa Pucalev**, Oxford, Mississippi

The integration of environmental, social, economic, and governance factors into corporate strategy, known as corporate sustainable development, has gained prominence globally, prompting companies like Amazon, J.P. Morgan & Chase, Mattel, and Microsoft to appoint Chief Sustainability Officers (CSOs). Research supports the positive impact of CSOs on environmental, social, and financial performance. However, significant variability exists in firms' decisions to appoint CSOs, with some opting for internal promotions while others hire externally. This decision carries weight, as it denotes a structural change in the Top Management Team (TMT) and influences strategic choices and performance outcomes. This article seeks to address this gap by examining when and how firms appoint CSOs. Drawing on the natural-resource-based view (NRBV) and the firm's sustainability maturity stages—compliance, efficiency, and innovation—we propose a conceptual framework to understand CSO appointment dynamics. We argue that a firm's stage of sustainability maturity determines the timing of appointing a CSO and whether the appointment is internal or external. As companies progress through these stages, their interactions with stakeholders increase, leading to the creation of CSO positions in the TMT. Moreover, the type of appointment (internal or external) varies with sustainability maturity stages, reflecting the evolving responsibilities and influence of CSOs. This article contributes to understanding CSO appointment motives, enriches NRBV by aligning strategic capabilities with sustainability stages, and sheds light on non-CEO executive labor market dynamics.

Track 9: PDI Professional Development Institute

Women in Management: Advice for Female Scholars and their Allies

1:30 PM - 2:45 PM
Salon Del Rey C

Title: Women in Management: Advice for Female Scholars and their Allies

Authors: **Bailey Bigelow**¹, Lauren R. Locklear², Nitya Chawla³, Michele Craven⁴, Nikos Dimotakis⁵, Kristin L. Cullen-Lester⁶, Alanna Hirshman⁷, Christopher C. Rosen⁸, Enrica Ruggs⁹, Sharon B. Sheridan¹⁰, Alexis N. Smith Washington¹¹

¹Louisiana State University, Baton Rouge, LA, ²Texas Tech University, Lubbock, Texas, ³University of Minnesota, ⁴Mississippi State University, Mississippi State, MS, ⁵Oklahoma State University, Stillwater, Oklahoma, ⁶The University of Mississippi, Oxford, MS, ⁷Texas Tech University, Lubbock, TX, ⁸university of arkansas, Fayetteville, AR, ⁹University of Houston, ¹⁰Clemson University, Piedmont, SC, ¹¹Oklahoma State University, Stillwater, OK

Women in the field of management face unique challenges in seeking advice that allows for broad career pathways and considerations of the realities of work-life balance, as well as finding successful allyship. This session draws on the knowledge and experiences of panelists to continue the conversation started at last year's SMA by focusing the discussion on the topics of "Overcoming Outdated Advice" and "Allyship in Academia," followed by time for questions and roundtable discussions. We encourage all scholars (men and women) at various career stages to join us for this session and engage in open conversation about inclusivity and allyship.

Track 4: Human Resources/Research Methods

Workplace Dynamics and Employee Well-Being

1:30 PM - 2:45 PM

El Mirador C East

Facilitator: Yingyi Chang (Fairleigh Dickinson University)

Title: Revisiting the Relationships of Job Embeddedness and Well-Being: A Meta-Analytic Investigation

Authors: **Young-Kook Moon**, Radford University, Radford, Virginia

Job embeddedness- on- and off-the-job factors of why employees stay in their organizations- has been widely geared toward explaining voluntary turnover. For that reason, most of the organizational researchers had considered only the positive effects of job embeddedness. However, organizational researchers began studying the potential dark side of job embeddedness on organizational phenomena, including turnover, deviance behavior, and employee well-being. Although there were growing research of negative effects of both organizational and community embeddedness on well-being, empirical studies showed mixed results. Thus, to better understand the role of job embeddedness in well-being, the current study examined the effect of job embeddedness on well-being via meta-analysis based on conservation of resources theory. Meta-analytic results based on 76 independent samples from 72 studies (N = 29,457) demonstrated that the effects of job embeddedness were mostly positively associated with employee well-being. In particular, both organizational and community embeddedness were found to reduce cross-domain well-being (e.g., work family conflict) and within-domain well-being (e.g., burnout, physical well-being). However, results also demonstrated that under certain contexts (i.e., individualistic cultures, female-dominant samples), the positive effect of job embeddedness is weaker, or even becomes negative in cross-domain well-being.

Title: Human Resource Management in Times of Crisis: Strategies for a Post Covid 19 Workplace

Authors: Laxmikant Manroop¹, Huimiao Zheng², Amina Malik³, Morgan Milner⁴, **Eric Schulz**⁵, Kunal Banerji¹
¹Eastern Michigan University, Ypsilanti, MI, ²University of Cincinnati, ³Alfaisal University, Riyadh, Saudi Arabia, ⁴Eastern Michigan University, Ann Arbor, Michigan, ⁵Eastern Michigan University, Ypsilanti, Michigan

While much has been written about the Covid 19 pandemic, little attention has been devoted to how the pandemic has transformed the workplace and the concomitant challenges around the changing priorities of work, work boundaries, and the nature of the employer-employee relationship in a post-pandemic world.

Our study examines questions around challenges HRM is grappling with in a post pandemic era and how HRM is responding to those challenges. In particular, we investigated the changes in HRM practices (e.g., recruitment and selection, training and development, performance management, compensation, and employee engagement) that have been put in place to better prepare employers for a post-pandemic workplace with the dual goal of meeting business needs and configuring work arrangements which better suit employee's needs.

Title: Unveiling Culture Shifts Amid Organizational Changes: An Analysis of Employee-Generated Reviews

Authors: **Sangok Yoo**¹, Kim Nimon², Jamie Humphries³

¹The University of Texas at Tyler, Tyler, TX, ²The University of Texas at Tyler, Hideaway, TX, ³The University of North Texas, Denton, TX

This study investigates how organizational culture shifts in response to the organization over time, aiming to address the gap in the literature regarding employee reactions to organizational changes. To achieve our goal, employee-generated text reviews on Glassdoor are analyzed with time (in months), overall satisfaction ratings, and employees' status (i.e., former and current), particularly, focusing on two cases: X (formerly Twitter) and

Google. Our data covers Glassdoor reviews from October 2021 to October 2023, which includes 12 months prior and 12 months after the acquisition of Twitter by Elon Musk. Employing structural topic modeling (STM), this study explores 1) the presence of distinct words associated with certain topics between two cases, 2) fluctuations in cultural topic probabilities before, during, and after organizational changes, 3) patterns in the relationship between cultural topics and employee ratings, and 4) differences in topic probabilities between former and current employees. Our findings reveal distinct patterns of change in cultural topics, particularly *Leadership*, between the two cases. The contributions of this study to the literature on organizational culture change are further discussed.

Title: The Phenomenon of Quiet Quitting: Establishing a Definition and Measurement Scale

Authors: **Anna M. Zabinski**¹, Truit Gray², Sherry Fu³, Tanja R. Darden⁴

¹Illinois State University, Normal, Illinois, ²Bowling Green State University, ³Colorado State University, Fort Collins, CO, ⁴Towson University, Columbia, MD

This paper explores the new phenomenon of quiet quitting. In Study 1a, we used qualitative employee data to establish what quiet quitting is and develop a corresponding definition that is both grounded in practice and distinct from adjacent theoretical concepts. Using our definition of quiet quitting, *intentionally doing the minimum requirements of the job*, in Study 1b we assessed the content validity of our proposed items for measuring quiet quitting using SMEs. We find support for the distinction between quiet quitting and related constructs. Finally, in Study 1c we examine the psychometric properties of our measure using panel data. We find support for discriminant and convergent validities between quiet quitting and related constructs from its nomological network. We make two primary theoretical contributions. First, we set the foundation for future research by developing a definition of and corresponding measure for quiet quitting. Second, we begin to outline the theoretical and conceptual boundaries of what quiet quitting is and what it is not. Finally, we offer practical significance to managers. By distinguishing quiet quitting from other organizational problems (e.g., disengagement, turnover), managers can respond to quiet quitting appropriately.

Café SMA Networking Snack Break

2:45 PM - 3:15 PM

Locations outside of La Corona, La Condesa, as well as Conference Center (top floor) Foyer and Lobby

Sponsored by

SMA Fellows

Track 9: PDI Professional Development Institute

Designing, Developing and Delivering Effective Study Abroad Programs

3:15 PM - 4:30 PM

Salon Del Rey C

Title: Designing, Developing and Delivering Effective Study Abroad Programs

Authors: **Garry L. Adams**¹, Daniel Butler², Larry Neale³, Dan Padgett⁴, Jaime L. Williams⁵

¹Auburn University, Auburn University, Alabama, ²Auburn University, Auburn, AL, ³Queensland University of Technology, Brisbane, Australia, ⁴Auburn University, ⁵Tennessee Tech University, Baxter, TN

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 road map for developing and executing Study Abroad programs successfully. The session will also take a strategic orientation towards program development and execution. For example, an upcoming strategic plan goal at Auburn University involves increasing student participation in international experiences such as Study Abroad programs to 25% as a short-term directive.

Track 9: PDI Professional Development Institute

A Conversation with the SMA Fellows

3:15 PM - 4:30 PM
Salon Del Rey A

Presenter: Bruce Lamont (Florida State University) and Tyge Payne (Texas Tech University)

Track 4: Human Resources/Research Methods

Enhancing Employee Engagement and Well-Being

3:15 PM - 4:30 PM
La Vista C

Facilitator: Jayci Pickering (Oklahoma State University)

Title: Stopping Rogue Supervisors: How and When Supervisors with Strong Bottom-line Mentalities Create Hostile Work Environments

Authors: **Darryl Rice**¹, Terrance L. Boyd², Marla L. White³, Tim Kolp¹

¹Miami University, Oxford, Ohio, ²Texas Christian University, Fort Worth, TX, ³Virginia Tech, Arlington, Texas

We aim to extend supervisor bottom-line mentality (BLM) research. The underlying rationale of our paper is that supervisors perceived as having strong BLM are problematic and dysfunctional and, as climate engineers are likely to create problematic and dysfunctional workplaces. To accomplish our goal, we rely on social information processing theory to propose that supervisors perceived as having strong BLMs enact unfair policies and practices that hinder their employees. Thus, perceived supervisor BLM is positively related to supervisory procedural injustice. In turn, supervisory procedural injustice is positively related to employees' evaluations of hostile work environments. We also argue that the rogue behavior of supervisors with strong BLMs enacting procedural injustice is weakened when the top management team's (TMT) ethical orientation is relatively high compared to when TMT's ethical orientation is relatively low. Across three studies (a three-wave field study and two experimental vignettes), we find support for our conceptual model. Theoretical and practical implications are discussed.

Title: HOW TO ENGAGE AND RETAIN WORKING STUDENTS: A TIME-LAGGED STUDY

Authors: **Huda Masood**¹, Allan Grogan², Christopher Chan³

¹Sam Houston State University, Huntsville, Texas, ²Sam Houston State University, Huntsville, TX, ³York University, Toronto, Ontario

The objective of the current study is to investigate the effect of polychronicity (or tendency to multitask) and cognitive crafting (or reframing the scope of one's work) in a population of working students. Utilizing the

Conservation of Resources (COR) framework, we investigated how working students' (N=233) tendency to cognitively craft their jobs could enhance their job satisfaction while mitigating turnover intentions. The findings of our time-lagged study illustrate a significant relationship between working students' tendencies to practice polychronicity and cognitive crafting. We further found a positive relationship between cognitive crafting, and job satisfaction while a negative relationship between cognitive crafting and turnover intentions. Mediation analysis confirmed an indirect relationship between (i) polychronicity and job satisfaction and (ii) polychronicity and turnover intentions via cognitive crafting. In general, our findings suggest that polychronicity along with cognitive crafting serve as psychological resources for working students by offering a greater alignment with their work environment and enhancing their job satisfaction. The current study contributes to the existing literature by examining important work dynamics among working students, an often understudied and overlooked segment of the workforce. We provide avenues for future research while presenting recommendations for human resource practitioners aimed at facilitating job crafting behaviors in the workplace for this segment of the workforce.

Title: FAMILY-FRIENDLY WORK SYSTEMS: A SYSTEMATIC REVIEW OF THE WORK-LIFE BENEFITS LITERATURE

Authors: **Yingyi Chang**¹, Sven Kepes², Carol M. Wong³, Jose Cortina²

¹Fairleigh Dickinson University, Union, NJ, ²Virginia Commonwealth University, ³George Mason University, Falls Church, VA

The effect of the Covid-19 pandemic on employees, especially females, has increased the awareness and importance of family-friendly work activities (FFWAs): also known as work-life benefits. Despite the importance of these activities for both employees and organizations, there is no systematic review that comprehensively synthesizes individual FFWAs and conceptualizes systems of such activities (FFWS). To better develop an understanding of the cumulative literature on FFWS, especially regarding their conceptualization and measurement, we apply the system perspective from the strategic human resource management literature. Specifically, in this review, we aim to 1) define the domains of FFWS and specify the FFWAs within them, 2) clarify the hierarchical levels within FFWS (i.e., policies, practices, and processes): and 3) evaluate methodological issues in current FFWS research. By identifying inconsistencies as well as strengths and weaknesses of the existing literature, this review will make a timely contribution that can help advance future research, as well as provide recommendations for practitioners' and policymakers' efforts in building more family-friendly workplaces.

Track 9: PDI Professional Development Institute

Evolving Standards and Techniques for Assessing Construct Validity

3:15 PM - 4:30 PM

La Vista AB

Before testing hypotheses about relationships between constructs, i.e., your hypotheses, it is imperative to demonstrate that your measures have construct validity. The standards for evaluating measures for construct validity are advancing and becoming more stringent. We will examine current standards and review methodological techniques for assessing construct validity with a focus on presenting newer and evolving techniques.

Presenter: Lisa Schurer Lambert (Oklahoma State University)

Track 8: Teaching Innovations

Gamifying the Classroom

3:15 PM - 4:30 PM

La Vista DE

Title: Does Playing Cornhole Increase Student Engagement in a Business Statistics Class?

Authors: **Jeromy B. Snider**¹, De Morris Walker¹

¹*Clemson University, Clemson, SC*

The purpose of the following paper is to describe a teaching innovation focused on increasing student engagement that was implemented during spring semester 2024 in a section of n=37 undergraduate students who were taking an intermediate business statistics course. The instructor facilitated a cornhole tournament at the beginning of the course and used the tournament scores to assist the students with building a class database. The database was then utilized throughout the semester to illustrate important statistical concepts for the students. Qualitative results suggested that the students found the teaching method to be quite engaging and it sometimes enabled them to grasp statistical concepts and analytical techniques more quickly as they were being presented. Conclusions and future directions are also discussed.

Title: Ready Player One: Video Games as Teaching Tools in the Business Classroom

Authors: **Elisabeth Gilbert**, Washington and Lee University, Lexington, VA

Video games are engaging, but they can also offer a form of active learning to support serious learning goals that are more than just fun and games. In this session, I showcase the pedagogical benefits of video games, drawing on both the research literature on games and learning and my own experiences teaching games as texts in business courses. A sample activity will demonstrate ways games can be used to spark class discussions and support students' understanding of course material.

Track 9: PDI Professional Development Institute

How to Conduct, Publish, and Learn from Replication Studies: A Tutorial for Doctoral Students and their Faculty Mentors.

3:15 PM - 4:30 PM

La Reina

Replication studies are increasingly recognized as essential for building evidence-based management theory. The workshop will outline how to design, execute, report, and frame replication-type studies for publication in top journals. Presentations, panel discussions, and a Q&A segment will offer participants opportunities to receive specific advice. This session will also introduce the Advancement of Replications Initiative in Management, which coordinates the joint execution and publication of replication studies by teams of doctoral students, faculty mentors, and replication-minded scholars.

Presenter: Christopher Castille (Nicholls State University), Maria Kraimer (SUNY University at Buffalo), William Obenauer (University of Maine) and Andreas Schwab (Iowa State University)

Track 8: Teaching Innovations

Integrating AI in the Classroom

3:15 PM - 4:30 PM
El Mirador B West

Title: Integrating Technological Innovation in Education: A Comparative Analysis of AI and Web3 Versus Traditional Approaches

Authors: **MaQueba Massey**¹, Jason D. Marshall², Jamila S. Maxie³

¹Iowa State University, Des Moines, IA, ²Creighton University, Omaha, Nebraska, ³University of Central Arkansas, Maumelle, Arkansas

This proposal examines the efficacy and impact of integrating advanced technological tools such as Artificial Intelligence (AI) and Web3 into educational settings, compared to traditional innovative teaching methods that do not utilize modern technology. The session aims to explore how these different pedagogical approaches contribute to student engagement, learning outcomes, and the cultivation of social innovation skills. This session will provide insights into how educators can effectively incorporate technology to enhance learning experiences and prepare students for a rapidly evolving digital landscape. For individuals who are on the fence or would like to keep the tradition of non-technology classrooms, actionable solutions will be provided on ways to incorporate technology behind the scenes, if at all, to enhance innovation and engagement.

Title: Integrating ChatGPT into our Classrooms

Authors: **Meghan E. Kane**, University of Central Florida, Oviedo, FL

This innovative teaching session will discuss how we can integrate ChatGPT into the classroom. This session will cover three main topics: Policies and Best Practices for ChatGPT, ChatGPT for Student Assignments, and ChatGPT for Instructor Resources. In addition, the session will also provide demonstrations of using ChatGPT and walk participants through examples of the strategies discussed. ChatGPT can be an advantageous tool for both students and educators, therefore the goal of this session is to provide strategies to better equip instructors and students with the knowledge to use ChatGPT responsibly.

Track 9: PDI Professional Development Institute

Multilevel Concepts and Principles

3:15 PM - 4:30 PM
La Condesa

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.

Presenter: Nikos Dimotakis (Oklahoma State University)

Track 9: PDI Professional Development Institute

The Crisis in LMX Research: An SMA PDI Calling for Help!

3:15 PM - 4:30 PM
Salon Del Rey B

Title: The Crisis in LMX Research: An SMA PDI Calling for Help!

Authors: **Sophia Thomas**¹, Claudia Cogliser¹, Janaki Gooty², Don Kluemper³, Mary Uhl-Bien⁴

¹Texas Tech University, Lubbock, TX, ²University of North Carolina at Charlotte, Charlotte, North Carolina,

³University of Illinois at Chicago, Aurora, IL, ⁴Texas Christian University

LMX research is facing a crisis (Gottfredson, Wright, and Heaphy, 2020), and the reasons for the challenges the research domain faces can generally be distilled into three categories: challenges with the LMX definition and conceptualization of the theory, challenges with measuring LMX, and challenges with research design and analysis (Schriesheim, Castro, & Cogliser, 1999). This PDI includes LMX scholars who will highlight challenges in an innovative and engaging fashion and then crowdsource solutions to move the field forward. Our goal is to be informative and practical, ending in actionable steps to progress.

SMA Business Meeting

5:30 PM - 6:30 PM
La Vista

SMA Presidential Hunt and SOSA Award Reception

6:45 PM - 8:15 PM
Salon Del Rey ABC

It's trick or treat time at SMA. Bring your costume for the spookiest Presential/SOSA Reception this side of the River Walk. Awards will be provided for most creative, scariest, and funniest costumes. Make sure you carve some time out of your schedule for this one.

Reception Sponsored by the University of North Florida's Coggin College of Business - Department of Management

Hunt SOSA Award Sponsored by Texas Tech University's Rawls College of Business - Area of Management

SMA Late Night Networking: An Academic Trivia Challenge

8:30 PM - 10:30 PM
La Vista A

Sponsored by Georgia Southern University's Parker College of Business - Department of Management

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, which will be held after the President's Reception on Thursday, will be moderated by Cindy Devers, the Journal of Management Editor-in-Chief.

Presenter: Cynthia Devers (Virginia Tech University), Paul Johnson (University of Mississippi), Micki Kacmar (University of South Alabama) and G. James Lemoine (SUNY - University at Buffalo)

Friday, November 01

Networking Coffee Break

8:00 AM - 8:30 AM

Locations outside of La Corona, La Condesa, as well as Conference Center (top floor) Foyer and Lobby

Sponsored by

College of Charleston's School of Business

SMA Exhibitors

8:00 AM - 4:00 PM

Conference Center Lobby - Top Floor by Elevator Bank

Conference Registration and Solutions Desk

8:00 AM - 5:00 PM

La Corona

Track 8: Teaching Innovations

Bringing the classroom to Life: Using simulation games to bridge strategic management theory and practice

8:30 AM - 9:30 AM

El Mirador B West

Title: Bringing the classroom to Life: Using simulation games to bridge strategic management theory and practice

Authors: **Melissa R. Medaugh**¹, Leann E. Caudill²

¹Francis Marion University, Florence, SC, ²Xavier University, Cold Spring, KY

Experiential learning and simulations are becoming more prevalent in business schools. This session introduces a simulation-based project designed for a team-based capstone course in strategic management. Presenters will act out Team Project Day, when the Professor walks-through all major components of the capstone project with the class. Session attendees will take on the role of students, as a Narrator highlights the strengths and challenges of simulations as experiential learning tools. The Professor will provide descriptions and examples of project deliverables, including a preview of the CAPSIM simulation. Attendees will be encouraged to ask questions and share their own stories of using simulations. Attendees will have the opportunity to explore the resources associated with this simulation.

Track 7: Strategic Management

Corruption, Lies, and Greed: What's the Big Deal?

8:30 AM - 9:30 AM

La Vista DE

Facilitator: Rhonda Reger (University of North Texas)

Title: The Impact of Corruption on Advertising Spending in U.S. Firms

Authors: Chiquan Guo¹, Levent Kutlu¹, Yuna Heo², **Steve Lovett**³

¹The University of Texas Rio Grande Valley - College of Business and Entrepreneurship, Edinburg, Texas,

²University of Basel - Faculty of Business and Economics, Basel, Switzerland, ³The University of Texas Rio Grande Valley, Brownsville, Texas

Political corruption affects advertising spending in the U.S. Those firms whose headquarters are in more corrupt states invest less in advertising than their peers in less corrupt states. Since greater advertising spending is generally associated with greater firm value, this finding adds weight to previous studies that show the detrimental effects of corruption on a healthy economy. The authors did not find significant effects for geographic concentration, indicating that spreading out operations is not an effective response to corruption. However, they did find a significant effect for financial leverage, indicating that increasing leverage may be an effective response. Furthermore, the positive effect of advertising spending on firm value is stronger for firms that are older, have an S&P credit rating, and have greater institutional ownership. This indicates that more experienced and better managed firms may be better able to shield themselves from rent seeking by corrupt officials.

Title: Liar, Liar, Pants on Fire: A Framework for Managing Fabricated Social Media Narratives

Authors: **niken putri**¹, Rhonda K. Reger², Michael Pfarrer³

¹university of north texas, Denton, Texas, ²University of North Texas, Denton, TX, ³University of Georgia

In the social media era, fabricated narratives—a continuum ranging from slight exaggerations to outright falsehoods—pose significant threats to firms and industries. However, crisis management research has offered little insight on how to respond to fabricated narratives, which are becoming a greater part of the competitive landscape and which require a different repertoire of responses. In response to this limitation, we explicate a framework to manage fabricated social media narratives across multiple reoccurring stages: 1) latent, 2) incubation, 3) active crisis, and 4) dormant crisis stages. We theorize that different strategies are more effective in different stages. Specifically, to effectively prevent, attenuate, refute and deflect fabricated narratives, we posit that the firm can employ a repertoire of strategies targeting diverse actors based on their motives in perpetuating fabricated narratives: inadvertent actor, malicious actor, and system-related actor. Our primary contribution is to redirect the crisis and impression management literatures to address the growing threat posed by fabricated narratives.

Keywords: social media; fabricated narratives; crisis management, social evaluations

Title: Balancing Self and Society: The Paradoxical Influence of CEOs' Social Class Origins on Greed and Corporate Social Responsibility

Authors: **Aten Zaandam**¹, Livia Markoczy², Timothy Hubbard³

¹Duke University, Durham, NC, ²University of Illinois at Chicago, Chicago, IL, ³University of Notre Dame, Notre Dame, IN

This study delves into the paradoxical impact of Chief Executive Officers' (CEOs) social class origins on their propensity for both self-oriented and other-oriented behaviors. Drawing on Upper Echelon Theory and evolutionary life-history approach, we propose that a CEO's upbringing in a lower social class imprints a

resource insecurity mindset. This mindset is forged in resource-scarce environments and leads to a heightened sensitivity to environmental uncertainties. We argue that this resource insecurity mindset predisposes CEOs from lower social classes to exhibit both greedy behaviors for themselves and prosocial behaviors toward others. This study empirically tests these propositions using primary survey and archival data from CEOs of S&P 1500 firms. Our findings reveal that CEOs from lower social class backgrounds are more likely to engage in both greedy behaviors and Corporate Social Responsible activities, challenging the traditional assumption that these behaviors are mutually exclusive. By examining the moderating effects of CEO job insecurity and overconfidence, this study contributes novel insights into how early life experiences shape CEO behaviors in complex and contradictory ways.

Track 6: Organizational Behavior

Leading with Laughs and Humility

8:30 AM - 9:30 AM
La Vista AB

Facilitator: Anthony Ammeter (University of Mississippi)

Title: Leader Expressed Humility: A Quantitative Review and Theoretical Integration

Authors: Anthony Silard¹, **Chao Miao**², Arménio Rego³, Eren Akkan⁴, David Yoon⁵, Shanshan Qian⁶
¹*Luiss Business School, Italy*, ²*Salisbury University, Salisbury, MD*, ³*Católica Porto Business School and Instituto Universitário de Lisboa (ISCTE-IUL), Portugal*, ⁴*Kedge Business School, France*, ⁵*Salisbury University, Towson University, Towson, Maryland*

This study is a meta-analysis of more than a decade of empirical evidence on the topic of leader expressed humility. Our findings indicate that leader humility explains unique variance in key followers' outcomes above and beyond transformational leadership. A noticeable overlap between leader humility and authentic leadership is identified, and leader humility demonstrates incremental validity in predicting several outcomes. Two theoretically driven moderators are analyzed, which are individualism vs. collectivism and high- vs. low-religiosity. Both of them moderate the relationships between leader humility and several outcomes. These findings suggest that when constructs such as leader-expressed humility, dispositional humility, honesty-humility, and humility as a component of servant leadership are conflated under the expression of "leader humility", the granularities inherent to each one of these constructs are hidden, with negative consequences for the validity of the empirical landscape. We discuss the theoretical implications of our meta-analysis and provide future research directions for the leader humility literature.

Title: Joke Keeps the Resentment Away: How Supervisor Humor Disrupts the Negative Influence of Coercive Power

Authors: **Kaiqi Zhang**¹, Scott B. Dust², Mary Kovach³, Olivia Anger⁴
¹*University of Cincinnati, Cincinnati, Ohio*, ²*University of Cincinnati, Cincinnati, Ohio*, ³*Ursuline College, Pepper Pike, Ohio*, ⁴*University of Cincinnati*

Drawing on social exchange theory, we illustrate that supervisor humor can disrupt a supervisor-subordinate exchange of negative reciprocity. We posit that supervisors' use of coercive power is negatively associated with subordinates' perceptions of leader-member exchange (LMX), but that this negative association can be alleviated by supervisors' use of humor. Furthermore, the moderating impact of humor also has a conditional indirect effect such that humor neutralizes the downstream negative influence of coercive power on employees' engagement, task performance, and excuses through LMX. We used a multi-wave survey-based approach, analyzing our hypotheses using 154 full-time employees. Our results support our hypotheses, highlighting that the degree to which a supervisor's use of coercive power is harmful depends on its execution—when delivered with humor, coercion becomes more palatable to subordinates.

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

Navigating Marginalization at Work: Impacts on Employees

8:30 AM - 9:30 AM

El Mirador B East

Facilitator: Luke Langlinais (Belmont University)

Title: Unethical Work Polyvictimization, Employee Well-Being, and Work Stress

Authors: **Sean R. Valentine**¹, Robert Giacalone², Bingqing (Miranda) Yin³, Mark Promislo⁴

¹University of North Dakota, GRAND FORKS, United States, ²Texas State University, San Marcos, Texas,

³California Polytechnic State University, San Luis Obispo, California, ⁴Rider University, Lawrenceville, New Jersey

Though research has examined the effects of unethical behaviors on employee well-being, this study, drawing primarily from ethical impact theory and using data collected from a panel sample of business professionals, assessed the impact of unethical work polyvictimization on aggregated individual well-being and work stress. The hypotheses were supported, with results indicating that increased polyvictimization was negatively related to two conceptualizations of well-being. Polyvictimization was also positively related to work stress, which negatively related to well-being and functioned as a mediator. The findings suggest that organizations should reduce incidences of polyvictimization to improve employee well-being and reduce their work stress.

Title: Navigating Diabetes at Work: An Inductive Exploration of Workers' Journeys

Authors: **Brent N. Reed**¹, Faris Khan¹, Virginia Gil-Rivas¹, Alyssa K. McGonagle¹

¹University of North Carolina at Charlotte, Charlotte, NC

In this study, we investigate factors that hinder or support workers' ability to fulfill their work responsibilities while also managing diabetes, a critical yet understudied area. Departing from conventional methods that may overlook the lived experiences of workers with chronic health conditions, we adopt an inductive approach, employing constant comparative analysis to explore how individuals manage their diabetes at work. Drawing from semi-structured interviews with 26 full-time workers with diabetes, we organize our findings around participants' depictions of diabetes as a *journey*, resulting in four key subthemes. *Maintaining one's vessel* reflects the daily challenges of living with and managing diabetes, whereas *navigating the route* represents the decisions participants faced around disclosure and planning. While at work, participants' journeys were fraught with *sirens, pirates, and pitfalls*, including work-health management interference, social pressures to deviate from dietary recommendations, and feelings of exclusion from workplace events. Conversely, their journey was supported by a *map, compass, and travel companions*, which included autonomy, flexibility, predictability, and social support. Our study underscores the importance of integrating personal demands into work design theory and uncovers two overlooked job resources, the predictability of work schedules and breaks and health-supportive workplace infrastructure. We also shed light on the potential for coworkers and supervisors to empower workers with diabetes to manage their condition more effectively. Beyond these theoretical insights, our study also offers actionable strategies for supporting workers with diabetes, bridging the gap between theory and practice.

Title: UNVEILING EMAIL DYNAMICS: A LINGUISTIC EXPLORATION OF MARGINALIZATION IN WORKPLACE COMMUNICATION

Authors: **Francisco J. Moreno Gonzalez**¹, Michael Johnson², Bailey Bigelow²

¹Louisiana State University, Baton Rouge, Louisiana, ²Louisiana State University, Baton Rouge, LA

Email is one of the most commonly used communication tools in the workplace, and though some consider it to be a "great equalizer" in terms of reducing bias, many employees report investing significant time, energy,

and consideration into their work emails. In the current paper, we draw on a linguistic approach to understand the experience of senders of email and explore whether a lack of power over communication norms exacerbates negative impacts for already marginalized individuals. Using an inductive theorizing approach and drawing on the qualitative responses of 30 employees from diverse backgrounds, we develop a theoretical framework representing a four-stage process of how senders acknowledge and manage their divergence from email norms. Our model suggests that employees who lack power over creating or adapting communication norms must exert additional effort in managing their divergence from these norms when sending emails, leading to impacts such as reduced productivity, stress, and emotional exhaustion. Ultimately, while email serves as a crucial communication tool, it may not equally benefit all workers, posing unique challenges for marginalized employees. We discuss how our model contributes to the stereotyping, emotions, and linguistic literatures and provides a basis for future theoretical and practical integration.

Track 6: Organizational Behavior

Revisiting Old Faithful(s): Status and Power in Organizations

8:30 AM - 9:30 AM
La Vista C

Facilitator: Nathan Black (University of Iowa)

Title: Unintended Outcomes: A Power and Control Perspective on Self-Interest Behaviors among H-1B Visa Holders.

Authors: **Joy O. Ibedionu**, The University of Texas at Arlington, Arlington, TX

In this study, I draw from the power literature and use the control theory as an overarching framework to examine a sub-group of skilled migrants in the United States – H-1B visa holders. Specifically, I contend that the legal restrictions surrounding the H-1B visa program constrain its holders to low-power situations in which they perceive themselves as job immobile. In response to perceived job immobility, I propose that H-1B visa holders may engage in inauthentic work behaviors by aligning their values with organizational values to protect their self-interests. Further, I suggest that these skilled migrants' overall evaluation of the fairness of the treatment they receive from their organizations may attenuate or exacerbate the effect of perceived job immobility on self-interest behaviors. Implications, as well as future research directions, are discussed.

Title: Peeling the Onion of Low Power: A Systematic Review in Management and Organization Research

Authors: **Imelda Freddy**, university of north texas, Denton, Texas

The existing body of literature predominantly focuses on the behavior of individuals with power, often neglecting the study of low power as a distinct construct. However, given the hierarchical structure of organizations where most members typically hold less power than others, understanding the perceptions and behaviors of low-power individuals becomes imperative for empowering them. This review synthesizes research on low power within the organization and management field. By examining the behavior and perception of individuals with low power, I expand upon Bourhis' power model to highlight three primary organizational contexts: low power as actors, targets, and perceivers. Additionally, I explore three theories commonly applied to the study of low power: social hierarchy theory, power dependency theory, and approach-inhibition theory of power. Moreover, I identify formal hierarchical structure and psychological state as the two primary constructs used in this systematic review to operationalize low power in studies. Finally, I conclude by proposing several potential research avenues concerning low power.

Title: ETHNIC DISSIMILARITY, ETHNIC STATUS, AND ORGANIZATIONAL EMBEDDEDNESS:

CLIMATE FOR INCLUSION AS DOUBLE-EDGED SWORD

Authors: **Debjani Ghosh**¹, JORGE GONZALEZ², Daan van Knippenberg³, Richard Rodriguez⁴

¹UTRGV Robert C. Vackar College of Business and Entrepreneurship, Edinburg, TX, ²University of Texas, Rio Grande Valley, Edinburg, Texas, ³Rice University, Houston, TX, ⁴University of Texas Rio Grande Valley, Edinburg, Texas

Ethnic dissimilarity to coworkers puts individuals' social embeddedness at work under pressure. We consider this issue from the perspective of a moderating influence of climate for inclusion in the relationship between ethnic dissimilarity and organizational embeddedness. We argue that, whereas it may seem straightforward that climate for inclusion would be associated with weaker negative influence of ethnic dissimilarity, climate for inclusion is a double-edged sword. Taking the status associated with ethnic groups into account, we propose that the status equality implied by climate for inclusion has differential effects for high ethnic status and low ethnic status individuals such that team climate for inclusion attenuates the negative relationship of ethnic dissimilarity and organizational embeddedness for low ethnic status members but enhances it for high ethnic status members. Multilevel survey data ($N = 82$ teams, $N = 280$ members) from Malaysia, where we can distinguish ethnically Chinese (high ethnic status) employees from other (mostly ethnically Malaysian) employees (low ethnic status) largely supported our prediction. Ethnic dissimilarity was positively related to organizational embeddedness for low ethnic status employees in teams with high climate for inclusion, and for high ethnic status employees under low climate for inclusion.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Seizing Opportunities Amid Uncertainty: Innovation, Efficiency, and the Future of Work

8:30 AM - 9:30 AM
El Mirador C East

Facilitator: Jose Cerecedo Lopez (The University of Texas at San Antonio)

Title: SMALL BUSINESS INNOVATION: THE ROLE OF UNSOLICITED JOB CANDIDATES, FRUGALITY AND BOOTSTRAPPING

Authors: **Christina H. Tupper**¹, Stephanie Kelly¹

¹North Carolina A&T State University, Greensboro, NC

Two important resources for small business innovation are human and financial resources. Given liability of smallness, small businesses have limited access to talent and financial resources and have to rely on informal practices and creativity. Using insights from human capital and resource dependency theories, we investigate how certain informal practices and attitudes influence small business innovation practices. Surveying 314 small business owners in services sectors, we recorded their attitude towards hiring an unsolicited job candidates, bootstrapping, frugality, and their innovativeness. We found that attitude towards hiring unsolicited candidates and frugality of entrepreneurs does impact their organization's level of innovativeness. Different types of bootstrapping, namely customer-related and delaying payments, were present in our model when bootstrapping overall was not. Implications are discussed.

Title: New Product Launch Scale and Firm Performance: Market Learning and Cost Efficiency Advantages

Authors: **Rajeev J. Sawant**¹, Jing Liu², Bijuan Zhong³

¹Florida Atlantic University, Davie, Fl, ²Northern Kentucky University, Cincinnati, OH, ³Ohio State University, Columbus, OH

The scale of new product launch (NPLS) forms an important element of firm new product development (NPD) strategy. NPLS is defined as “the magnitude of resources committed to new product production relative to total firm resources committed to production with which firms launch a new product”. Firm NPLS decisions likely affect performance but effect of NPLS on firm performance is under-researched. We theorize that lean launch provides market learning advantages (MLAs) whereas high NPLS provides cost efficiency advantages (CEAs). Given the high uncertainty in new product markets, we theorize that lean launch’s MLAs increase NPD success. Consequently, we predict that lean (greater NPLS) launch increases (reduces) performance. Misalignment of market institutions increases importance of MLAs. We provide evidence that lean launch MLAs drive performance by showing that the positive effect of lean launch on performance is enhanced in regions with misaligned market institutions. Manager constraints to recoup innovation investments before rapid product obsolescence or imitation occurs, increases NPLS importance. We theorize and find that CEAs are beneficial in larger markets and in industries with high intensity of innovation which reduces the negative effect of greater NPLS on firm performance. Patent infringement increases negative effect of NPLS on performance. Large-sample empirical analysis of 206,429 firms in China from 2005 to 2009 supports theory.

Title: The Future of Work? How DAO Contributors Engage in Uncertainty Integration

Authors: **Meredith Lehman**¹, Russell S. Cropanzano², Ramiro Montealegre³, Dejun T. Kong³

¹University of Colorado Boulder, Westminster, CO, ²University of Colorado at Boulder, Boulder, Colorado,

³University of Colorado Boulder, Boulder, Colorado

This study investigates how contributors to Decentralized Autonomous Organizations (DAOs) manage the uncertainty inherent in this emerging organizational structure, a process mirroring broader challenges in today’s changing work environment. Drawing upon interviews and participant observation conducted over a year-long inductive study, we develop a grounded theoretical framework of *uncertainty integration*. We find that contributors who align closely with a DAO’s mission often perceive uncertainty not as a barrier but as an integrated component of their work identity, which can lead to sustained commitment and engagement. Within our framework, mission alignment acts as a critical resilience factor, enabling contributors to reframe and harness uncertainty for positive outcomes. Our research responds to calls for a deeper understanding of meaningful work in precarious contexts by documenting the relationship between mission alignment, resilience, and thriving amidst pervasive uncertainty. By developing a model of uncertainty integration, we offer a new perspective on uncertainty as an element that workers can embrace, leading to stability and coherence in volatile work settings.

Track 9: PDI Professional Development Institute

WOB Live: Supporting Women in Management

8:30 AM - 9:30 AM

El Mirador C West

Title: WOB Live: Supporting Women in Management

Authors: **Chantal van Esch**¹, S.R. Aurora (also known as Mai) P. Trinh²

¹California State Polytechnic University, Pomona, Pomona, California, ²The University of Texas Rio Grande Valley

Many women in academia share a common set of challenges, in the classroom and across their careers. This PDI is an opportunity for women in organizational behavior and adjacent disciplines to gather and connect for the purpose of sharing their concerns, lessons learned, and best practices. Through a semi-structured discussion forum, participants will collectively reflect on their experiences and discuss pressing topics in the contemporary classroom, all while building their academic support networks. This forum provides a “bridge” for women in management to connect and reinforces existing connections and positivity among participants.

Track 7: Strategic Management

CEO Characteristics and Firm Outcomes

9:45 AM - 10:45 AM

La Vista DE

Facilitator: Sandip Bisui (Purdue University)

Title: Tournament incentives and firm productivity in the context of CEO–TMT vertical pay gap

*** Best Paper in Track 7**

Authors: **Le Xu**¹, Ajay R. Ponnappalli², Chen Wang³

¹Hofstra University, Hempstead, New York, ²Wayne State University, i, ³Western Michigan University, Kalamazoo, MI

Prior research that focuses on the impact of the CEO–TMT vertical pay gap on firm performance has largely yielded equivocal findings. We address the equivocal findings by examining firm productivity, a more immediate reflection of TMT members' effort motivated by the CEO–TMT vertical pay gap. Drawing on tournament theory, we theorize that the increased CEO–TMT vertical pay gap will lead to higher firm productivity. We also contend that the positive relationship will be stronger when firms are headquartered in states with high noncompete enforceability and weaker when firms have heirs apparent. Using data from US public firms from 1993 to 2012, we find broad support for our hypotheses. Our study advances the scholarly understanding of tournament incentives in the form of the CEO–TMT vertical pay gap and provides practical implications on how boards of directors can incorporate tournament incentives into the design of executive compensation.

Title: Rounding up the Circle on the Dark Triad in the Executive: The Investigation of CEO Psychopathy

Authors: Oleg Petrenko¹, **Johnny Smith**², Andrew Blake³, Amrit Panda⁴

¹University of Arkansas, ²University of Arkansas, Fayetteville, Arkansas, ³Texas Tech University, Lubbock, TX, ⁴Texas Tech University, Lubbock, Texas

Following the upper echelons tradition, this study examines the effects of the often overlooked Dark Triad trait of psychopathy in chief executive officers (CEOs). We draw on recent theory which argues that psychopathy is not just a binary personality disorder but can also be a personality trait that is prevalent among a sizeable minority of the population, including business executives. Guided by the hallmark behaviors and characteristics of the trait, we argue that CEO Psychopathy has positive effects on layoff actions, cases of misconduct, and CEO compensation. We find support for our arguments using a sample of Standard and Poor's 500 CEOs, utilizing the leading psychopathy measurement and a videometric approach.

Title: Advertising Spending of Female CEOs in Options Granting Firms

Authors: Chiquan Guo¹, Levent Kutlu¹, Mark Kroll², Zhichuan F. Li³, **Steve Lovett**⁴

¹The University of Texas Rio Grande Valley - College of Business and Entrepreneurship, Edinburg, Texas,

²The University of Texas Rio Grande Valley, ³Ivey Business School Western University, London, Ontario, ⁴The University of Texas Rio Grande Valley, Brownsville, Texas

Conventional wisdom and extant literature posits that female CEOs are more risk-averse than their male counterparts. However, focusing on a sample of U.S. firms that grant stock options to their CEOs, we find female CEOs are more responsive to the risk-taking incentive of option grants, and spend more on advertising. Furthermore, female CEOs spend more on advertising than male CEOs when leading non-high-tech firms but not in high-tech firms, and more when leading non-consumer goods firms but not in consumer goods firms.

But interestingly, female CEOs in high-tech and consumer goods firms are better able to strengthen the positive relationship between advertising and firm performance than their male peers. Lastly, advertising spending positively mediates the relationship between female CEOs and firm performance. Our overall results suggest female CEOs are *not* more risk-averse than men when placed in the right situations and given the right incentives.

Track 7: Strategic Management

Competence, Uniqueness, and Firm Performance

9:45 AM - 10:45 AM

La Vista F

Facilitator: Kris Irwin (Old Dominion University)

Title: OWNERSHIP COMPETENCE AND THE GROWTH AND PERFORMANCE OF ENTREPRENEURIAL FIRMS

Authors: **Jiaju Yan**¹, Peter Klein¹, Xiaqing He¹

¹*Baylor University, Waco, TX*

The theoretical relevance of ownership competence has been highlighted in strategic management research. However, the role of ownership competence for entrepreneurial firms' value creation, firm growth, and long-term strategic actions remained less explored among entrepreneurship scholars. Also, empirical inquiries into ownership competence have remained limited. To address these issues, in this study, we leverage machine learning techniques to introduce an empirical measure of ownership competence and use it to analyze performance heterogeneity and valuation creation of newly listed entrepreneurial (IPO) firms. The study on 42,225 IPO firms in the past several decades suggests that ownership competence is positively related to IPO firms' market performance, post-IPO firm growth, and firms' corporate expansion; such relationships are contingent upon competitive concentration and market uncertainty. We make essential contributions to ownership competence, entrepreneurship, and IPO research.

Title: "Strategic outliers": A systematic review on strategic uniqueness literature

Authors: **Athina Skiadopoulou**, University of Alabama, Tuscaloosa, AL

As firms navigate the dual challenge of seeking legitimacy while also pursuing a competitive advantage for survival, managers confront a fundamental tension: the optimal equilibrium between conformity and uniqueness, both essential yet conflicting elements of a firm's strategic posture. The present study provides a comprehensive qualitative review and evaluation of the strategic uniqueness literature. Analyzing 93 articles focused on strategic uniqueness (or its inverse: similarity), we map the main theoretical foundations, thematical areas and measurement methods. Our analysis uncovers a significant focus on mergers, alliances, managerial characteristics, and financial viewpoints regarding how investors and analysts perceive uniqueness. Moreover, the existing body of work predominantly relies on institutional theory, agency-stakeholder theory, and the resource-based view. Yet, the multitude of terms used, the interdisciplinary nature of research, and differing measurement techniques have caused confusion, highlighting the necessity for a more thorough investigation within organizational inquiry. Based on our investigation, we advocate for future studies to delve into the motivations, contextual and time factors shaping the extent of strategic uniqueness.

Title: Firm digitalization and firm performance: The moderating roles of product modularity and product development stage

Authors: **Jingshu Pan**¹, Ronaldo Parente¹

¹*Florida International University, Miami*

The benefits of firm digitalization have been increasingly researched, but the question of whether the benefits are sustainable is under investigation. Drawing on the capability-based view, we argue that firm digitalization, an increasingly important capability, is positively associated with firm performance. We derive two moderating conditions from our theoretical arguments – product modularity and product development stage. We hypothesize that the relationship between firm digitalization and firm performance becomes less positive as product modularity increases. In addition, we hypothesize that the relationship between firm digitalization and firm performance becomes more positive at the product introductory and growth stages, however, in the maturity and decline stage, the relationship between firm digitalization and firm performance turns negative, showing an inverse ‘U-shape’. On analyzing data between 2004 and 2018 from the Brazilian automotive industry, we get all hypotheses supported. Our study suggests that the outcomes of firm digital capabilities are best viewed holistically within the milieu of organizational global supply chain and value chain spans.

Track 8: Teaching Innovations

Leveraging Student Organizations For Experiential Learning In Teams

9:45 AM - 10:45 AM
El Mirador B West

Title: Leveraging Student Organizations For Experiential Learning In Teams

Authors: **Luke A. Langlinais**¹, KRISTEN FAILE², Lindsay Baerg³

¹Belmont University, Brentwood, Tennessee, ²Belmont University, Mt. Juliet, TN, ³Belmont University, Nashville, TN

Utilizing experiential learning projects in the classroom increases student engagement, promotes student retention of concepts, and is rewarding for both the students and the educator. We propose using University student organizations to facilitate management learning initiatives by placing students in teams that take on meaningful roles and duties to support the mission of these organizations. Student organizations can simulate organizational behavior, and students can practice human resource management processes in real-time by interacting with these organizations in specific roles, such as engaging in recruitment and selection functions. This 8-week project allows students to engage in hands-on leadership and strategic roles to support learning outcomes in management and other business courses. The key learning objectives, the phases of the project, and some possible variations of its application are provided.

Track 9: PDI Professional Development Institute

Opportunities for Management Education Teaching and Learning Scholarship

9:45 AM - 10:45 AM
Salon Del Rey B

Title: Opportunities for Management Education Teaching and Learning Scholarship

Authors: **Gordon B. Schmidt**¹, Arran Caza²

¹University of Louisiana Monroe, West Monroe, LA, ²University of North Carolina at Greensboro, Greensboro, North Carolina

This interactive PDI workshop is designed to serve two goals. It is a ‘Meet the Editors’ informational session to learn about opportunities in publishing management education work and a developmental incubator where attendees can develop their ideas. Members of the editorial teams of the *Academy of Management Learning & Education* (AMLE) and *Management Teaching Review* (MTR) will share insights on authoring for management education journals. The session will cover different types of contributions and give an opportunity for attendees to brainstorm ideas or get developmental feedback on existing ideas for future scholarship.

Track 6: Organizational Behavior

Power to the Positive: Effects of Positive OB at Work

9:45 AM - 10:45 AM

La Vista AB

Facilitator: Sara Krivacek (Clemson University)

Title: Finding The Courage to Speak Up in Psychologically Unsafe Environments

Authors: **Allona Murry**¹, Robyn Brouer², Rebecca L. Badawy³, Matt C. Howard⁴

¹*The University of Mississippi, Purvis, MS*, ²*University of South Alabama, Mobile, New York*, ³*University of Pittsburgh, Pittsburgh, PA*, ⁴*University of South Alabama, Mobile, AL*

This paper explores the role trait social courage has in psychologically unsafe team environments, specifically examining its impact on voice and leadership emergence. Based on the trait activation theory (TAT), we hypothesize that an environment low in psychological safety motivates trait social courage. Using a sample of undergraduate students engaged in a semester long team business simulation, surveyed at multiple time points and multi raters, we found support that trait social courage is activated under conditions of low psychological safety, resulting in voice behaviors. Further, voice was related to perceptions of leadership emergence. Implications and directions for future research are discussed.

Keywords: trait social courage; psychological safety; voice; leadership emergence; trait activation theory

Title: Creating an Upward Spiral: The Effects of Mindfulness on Thinking Positively

* Best Doctoral Paper in Track 6

Authors: **Mariana Toniolo-Barríos**¹, Lieke L. ten Brummelhuis²

¹*University of the Fraser Valley, Vancouver, British Columbia*, ²*Simon Fraser University, Burnaby, BC*

Although mindfulness is defined as a non-evaluative, pre-reflexive state of mind, it is often described in the literature as a practice that promotes positively modulated states of mind. To shed light on this debate, this paper investigates whether mindfulness first fosters a neutral state of mind by removing negative thoughts, and later promotes increases in a positive state of mind. In Study 1, an experimental experience sampling study, we examine whether state mindfulness, generated by short-term mindfulness training, is immediately related to reduced negative affect and later fosters increases in optimism. In Study 2, a three-wave longitudinal study, we examine whether individuals with higher levels of trait mindfulness experience increased general levels of resilience because they experience reduced depressive feelings. Study 1 shows that state mindfulness is related to reduced state negative affect, and that increases in the rate of change of mindfulness across three weeks are significantly related to increases in the rate of change of optimism. Study 2 shows that trait mindfulness is related to increased general levels of resilience through reduced general levels of depressive feelings. Taken together, the findings of the two studies suggest that mindfulness first leads to a neutral state of mind and later leads to a positively modulated state of mind.

Title: PERCEIVED ORGANIZATIONAL POLITICS AND EMPLOYEE DEVIANCE: THE MEDIATING ROLE OF JOB ANXIETY AND THE MODERATING ROLE OF RESILIENCE

Authors: Elham Saei¹, **yongmei Liu**²

¹Shahid Chamran University, Ahvaz, Khuzestan, Iran, ²Illinois State University, Normal, IL

Drawing on the affective event theory, we propose a moderated mediation model to investigate the mediating role of job anxiety and the moderating role of psychological resilience in the relationship between perceived organizational politics (POP) and workplace deviance. Results of data based on 459 employees of an Iranian organization indicate that POP has both a direct and an indirect effect on workplace deviance, and resilience weakens the indirect effect of POP via reduced job anxiety. The study extends prior research by focusing on the role of anxiety as a discrete affective experience in the POP – workplace deviance relationship, and by identifying resilience as an individual attribute that modifies employees' emotional reactions to perceived politics. We offer suggestions for future research and managerial practices.

Track 9: PDI Professional Development Institute

Publishing in Journal of Management: Writing Theory

9:45 AM - 10:45 AM

Salon Del Rey C

Join the editors of JOM for an insightful look at how to write good theory.

Presenter: Cynthia Devers (Virginia Tech University), Michael Pfarrer (University of Georgia) and Sherry Thatcher (University of Tennessee)

Track 6: Organizational Behavior

Roads, Bridges, and Dilemmas in Leadership Research

9:45 AM - 10:45 AM

La Vista C

Facilitator: Ajay Ponnappalli (Wayne State University)

Title: The Supervisor's Dilemma: Unraveling the Costs & Benefits of Family-Supportive Supervisor Behaviors On Supervisor Well-Being

Authors: **Alyssa A. Bevacqua**¹, Nathan Black², Laura E. Marler³

¹Mississippi State University, Starkville, MS, ²University of Iowa, Iowa City, IA, ³Mississippi State University, Mississippi State, MS

Supervisors play a pivotal role in meeting the evolving needs of today's workforce, with increasing emphasis on family-supportive supervision as a cornerstone of effective supervision for enhancing employee well-being. While family-supportive supervisor behaviors (FSSB) have consistently demonstrated positive outcomes for employees, scant attention has been paid to potential costs for supervisors themselves. The heightened demands associated with family-supportive supervision, such as increased responsibilities and the need for additional time management, may adversely impact supervisors' well-being through increased emotional exhaustion and citizenship fatigue. However, FSSB can also serve as a valuable resource for supervisors, providing opportunities to enhance engagement and empowerment, which in turn would positively impact their well-being. Further complicating this relationship is the potential for there to be moderators to these pathways like perceived organizational support (POS) and family stressors. Drawing on job-demands-resources (JD-R)

theory, we establish a conceptual framework to explore the intricate relationship between FSSB and supervisor well-being. This conceptual model elucidates how FSSB can be experienced by supervisors as both a valuable resource and a demanding aspect of their roles and reveals potential contingencies that influence how these behaviors are experienced, thereby revealing the multifaceted nature of the impact of FSSB on supervisor well-being as a previously overlooked criterion.

Title: Many Roads to Failure: A Mixed Methods Study of Destructive Leadership

Authors: **Yoonsung Cho**¹, Peter D. Harms²

¹University of Alabama, Northport, AL, ²University of Alabama, Tuscaloosa

Although much of the destructive leadership literature implicitly suggests that there is an overarching negative form of leadership, empirical research has suggested that there may be many different destructive patterns of behavior. However, these multidimensional frameworks of destructive leadership have not been examined in terms of their effects on followers and how various forms of destructive leadership may yield different outcomes. The present study examines whether different aspects of destructive leadership show distinct patterns on follower emotions, behavioral reactions, and job-related outcomes. Our findings suggest that not only are there distinct forms of destructive leadership, but that follower dark personality traits moderate how these aversive behaviors are perceived and reacted to. Moreover, we provide the first evidence of dark traits roughly aligning with coping strategies suggested by prior factor-analytic work and theorizing on personality derailers.

Title: Building a Bridge to Strategic Leadership Island

Authors: **Jason D. Marshall**¹, Mengying Li², Colton J. Braccia³, Chou-Yu (Joey) Tsai⁴

¹Creighton University, Omaha, Nebraska, ²Binghamton University, Binghamton, New York, ³Creighton University, Castle Rock, CO, ⁴Binghamton University, State University of New York, Binghamton, NY

Although strategic leadership has been studied for decades, do we really know what *strategic leadership* means? Most strategic leadership research to date has operated under the assumptions that strategic leadership relates to the functions and characteristics of top-level executives and their associated firm-level outcomes. But what if those assumptions are too narrow in scope? What if strategic leadership exists beyond the upper echelons? What if strategy is not necessarily synonymous with optimizing firm-level outcomes? Could this narrow view of strategic leadership, as an upper echelon and firm-level phenomenon, inhibit research progress in the strategic leadership domain? As a first step toward answering these questions, in this empirical research, we take a step back from the existing assumptions to assess how multiple stakeholder groups define strategic leadership. Our sample includes strategic leadership definitions from 166 business students, 168 working professionals, and 137 peer-reviewed articles. Using computer-aided text analysis (CATA) and machine learning techniques, we demonstrate that business students and working professionals hold a similar view of strategic leadership – different from current academic definitions. Students and professionals define strategic leadership in terms of leaders developing long-term strategies to help employees, teams, and organizations achieve their goals. Building on this multilevel conception of strategic leadership, we identify theoretical, practical, and pedagogical implications, and assert that several stakeholder groups could benefit from this expanded view, including strategic leadership scholars and teachers, leadership scholars, practitioners, and students.

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

The Ethical Workplace: A Bleak Outlook???

9:45 AM - 10:45 AM

El Mirador B East

Facilitator: Daniel Goering (Missouri State University)

Title: COPING STRATEGIES AND FUTURE OUTLOOK OF WORKING POOR: THE GOOD, THE BAD, & THE UGLY

Authors: **Huda Masood**¹, I.M. Jawahar²

¹*Sam Houston State University, Huntsville, Texas*, ²*University of New Mexico, Albuquerque, New Mexico*

Working poor or individuals under the poverty line despite spending at least six months in the workforce represent a significant segment of the labor force. However, literature hitherto offers limited insights on how workers who experience subjective financial anxiety cope and make sense of their financial struggles and, how those worries impact their outlook on work and life. To fill this gap, we conducted a qualitative study to examine how workers make sense of and cope with financial stress as it impacts their life choices. Semi-structured interviews (N= 73) were conducted to reflect the financial struggles and coping strategies of the working poor. Respondents were asked how they envisioned their future to capture their outlook on work and life. The findings from the template analysis elucidated three broader themes namely: defining factors or factors contributing to financial worries; coping strategies; and future outlook. Each theme had subthemes supporting the broader conceptualization. We fine-grained the relevance of those factors to make meaningful comparisons as captured through the financial anxiety scale. In doing so, our work reinforces the relevance of structural barriers contributing to the financial struggles of the working poor. We further noted the complex coping mechanisms working poor undergo as they envision their work and life outlook. We found evidence for both silver lining or *envisioning a brighter outlook* and vicious circle or *stuck in a rut mentality* as potential outlook options among our respondents. Putting these findings into perspective, we ask: are employers failing their hardworking precarious workers?

Title: Employers' Class-Based Enthusiasm and Evaluations: How Job Candidates' Social Class Impacts Hiring Interview Outcomes

Authors: **Kristie Moergen**¹, Jennifer Kish-Gephart²

¹*Iowa State University, Ames, IA*, ²*University of Massachusetts - Amherst*

Individuals' social class impacts their ability to secure employment and its associated benefits. Building on recent social class and selection research, this study incorporates theorizing related to interaction rituals to examine the role of employers' class-based emotional reactions, specifically enthusiasm, during hiring interviews. Across two experimental video vignette studies, we show that employers feel more enthusiastic when interacting with job candidates from a lower social class, which generates more positive evaluations (i.e., warmth and competence) of the job candidate and, ultimately, hireability assessments. However, we integrate role congruity theory to show this is not always the case. Specifically, cognitive evaluations of job candidates from a lower (vs. higher) social class suffer when they apply to a managerial (vs. non-managerial) role, offsetting some of the advantage experienced via employer enthusiasm. Seen together, this study speaks to the microsocial processes that help maintain or disrupt social class stratification during hiring interviews.

Title: AN EYE FOR AN EYE OR A GOOD FOR AN EVIL? AN INVESTIGATION OF WORKPLACE INCIVILITY CONTAGION

Authors: **Zejun (Jenny) Zhao**¹, Young Eun Lee², Saehee S. Kang², Erica W. Chen³

¹*Florida State University, Tallahassee, Florida*, ²*Florida State University, Tallahassee, FL*, ³*Renmin University of China, Beijing, Beijing, China*

Abstract

Workplace incivility is so common during interactions between coworkers. In the past decades, research on workplace incivility has predominantly focused on the negative consequences brought by experienced incivility. However, a lack of understanding lies in how victims' attribution process differently affects their responses toward their coworker (the perpetrator). Drawing on Kelley's covariation model, we predict that high consistency, high distinctiveness, and low consensus of incivility are positively related to victims' perceived intentionality, which in turn increases their hostility and instigated incivility toward their coworker (the perpetrator). In contrast, low consistency, low distinctiveness, and high consensus of incivility are negatively related to victims' perceived intentionality, which in turn increases their sympathy and

organizational citizenship behavior (OCB) toward the perpetrator. Study 1 uses a micro-narrative procedure to test our six hypothetical paths, and Study 2 uses a vignette design to replicate the findings from Study 1. Our hypotheses are largely supported by the two studies. The study identifies victims' attribution process and reactions after experiencing incivility and challenges the notion that incivility only yields negative outcomes, thus underscoring the importance of understanding the complexities of incivility attribution and its diverse impacts.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Understanding the Role of Ownership: Family Firm Innovation, Entrepreneurial Team Learning, and Legacy

9:45 AM - 10:45 AM
El Mirador C East

Facilitator: Ali Mchiri (Sam Houston State University)

Title: Understanding The Meaning and Transmission of Legacy: A Symbolic Interactionism Perspective

Authors: **Yi Zhang**¹, Kincy Madison¹

¹*Oklahoma State University, Stillwater, OK*

*** Best Paper in Track 1 and Best Overall Doctoral Paper**

Extant family business studies on legacy have focused on the content of legacy (e.g., narratives), the person who transfers the legacy (e.g., founders), and the way firms tell legacy stories across generations (e.g., imprinting, storytelling). However, this emphasis on content, founders, and storytelling may overshadow the underlying meaning of legacy, the multifaceted roles of stakeholders as both legacy senders and recipients, and the two-way interaction through which legacy transmits. Thus, the purpose of our research is to address the questions of what legacy means, who sends and receives legacy, and how legacy transmits, aiming to extend the construct of legacy to management and organizational research beyond its current primary residence in the family business field. We interpret legacy as an intangible value that is inherited from the past and transmits across stakeholders intending for an enduring impact and further illustrate the significant role of stakeholders throughout legacy transmission. Drawing from symbolic interactionism theory, we propose a five-path legacy transmission process to depict a dynamic interaction process through which stakeholders exchange the meaning of legacy and unpack the impact. We discuss the theoretical contributions and practical implications, along with offering promising areas for future research.

Title: EQUITY IN INNOVATION: UNRAVELING THE ROLE OF OWNERSHIP IN ENTREPRENEURIAL TEAM LEARNING

Authors: **Daniel Aldave**¹, Wyatt Lee², Debby Osias³

¹*Auburn, Alabama*, ²*Auburn University, Auburn, Alabama*, ³*Auburn University, Auburn, NC*

This conceptual research aims to investigate the dynamics of team learning within entrepreneurial ventures. More specifically, we aim to unravel scholarly mysteries surrounding how joiners' equity influences team learning orientation, as well as innovative performance across the different life-cycle stages of an entrepreneurial venture. To do so, we draw upon the existing theoretical frameworks of regulatory focus theory and prospect theory, then propose the efficacy of a mixed methods approach to answer our research questions. Our intended findings aim to extend regulatory focus and prospect theory frameworks, fill a much-needed gap regarding how teams learn within entrepreneurial ventures, and provide practical suggestions for stakeholders

in entrepreneurial ventures regarding alignment of team composition with the goals of an entrepreneurial venture.

Track 7: Strategic Management

Corporate Governance, Boards, Directors, and Deception

11:00 AM - 12:00 PM

La Vista F

Facilitator: Anthony Gibbs (Purdue)

Title: Unpacking Board Interlocks' Dual Effects on Acquisitions: An Integrative Lens

Authors: **Joyce C. Wang**¹, Mike Peng²

¹Texas State University, San Marcos, Texas, ²University of Texas at Dallas

How do board interlocks—directors' external board appointments—affect key firm strategies such as mergers and acquisitions (M&As)? Existing research on board interlocks—as sources of relational capital stemming from interfirm ties or as sources of ineffectiveness due to board busyness—provides incompatible insights into the question. This paper integrates the diverging views toward board interlocks and investigates their dual effects on M&As. Specifically, a relational capital lens emphasizes opportunity identification, whereas a board busyness lens stresses opportunity realization. Leveraging a sample of M&As in the United States, we make and substantiate the case that acquirers with more board interlocks are associated with more acquisition announcements, but with a lower likelihood of acquisition completion. Overall, we contribute to an integrative, balanced view toward the strategic implications of board interlocks.

Title: CORPORATE DIRECTORS' STIGMA FROM BANKRUPTCY AND PROFESSIONAL DEVALUATION

Authors: **Klavdia M. Evans**¹, Ashley Salaiz², Seemantini Pathak³, Dusya Vera³, Mengge Li⁴, Pooya Tabesh⁵, Phillip Jolly⁶

¹St. Mary's University, San Antonio, United States, ²University of Tampa, ³Western University, London, Ontario, ⁴The University of Texas at El Paso, El Paso, Texas, ⁵California State University, Los Angeles, Los Angeles, California, ⁶Pennsylvania State University, University Park, PA

Firms' financial distress, such as bankruptcy, can have serious professional repercussions for corporate directors affiliated with them. The labor market may see such directors as poor choices, lowering their subsequent board appointments and ability to hold on to current directorships. We contribute to research that seeks to examine why some strategic leaders involved in firms' distress and failures are penalized more than others. We ask: *How do the stigma dimensions of controllability and concealability affect the likelihood of securing future board appointments for directors of bankrupt firms?*

Our focus centers specifically on two kinds of corporate directors' associations with bankruptcy—the accountability link, determined by their (perceived) authority or involvement in the financial decline, and the time link, established through their employment with the failed organization when filing. We build on the three director types (Jumpers, Stayers, and Newcomers), two bankruptcy links (accountability and time), and two dimensions of stigma (concealability and controllability) in our theorizing, and use attribution theory to predict the professional devaluation that different directors experience due to bankruptcy.

Our sample includes 559 directors at 55 firms that filed for Chapter 11 bankruptcy from 2010 to 2015, along with a matched sample of 817 directors at 53 firms. Our results indicate that directors involved in the bankruptcy *filing* only (Newcomers) are penalized more than those involved in the bankruptcy *origination* only (Jumpers). Stayers, involved both in filing and origination, suffer the most severe decline in board appointments.

Title: Curbing CEO Deception: The Essential Influence of Attorney-Directors and Their Expertise

Authors: **Steven J. Hyde**¹, Cameron J. Borgholthaus², Troy Smith³, Chris Tuggle⁴

¹Boise State University, Fallon, Nevada, ²University of Wyoming, Laramie, WY, ³University of Nebraska, Lincoln, Nebraska, ⁴University of Central Arkansas, Conway, AR

This paper investigates the impact of attorney-directors on CEO deception, employing agency theory and the attention-based view. It argues that attorney-directors' legal and ethical expertise strengthens board monitoring effectiveness beyond the capacities of financial experts. The study emphasizes how the depth and breadth of attorney-directors' experience influence their effectiveness. While deeper experience may decrease their impact due to closer ties with management, broader experience enhances their effectiveness by introducing diverse perspectives to the board. The findings suggest that boards with a mix of deep legal knowledge and broad governance experience are better equipped to mitigate CEO deception, offering practical insights for board composition and corporate governance strategies.

Track 6: Organizational Behavior

Outside the (OB) Box: Innovative Research Applications in OB

11:00 AM - 12:00 PM

La Vista AB

Facilitator: Chen Wang (Western Michigan University)

Title: Experimental AI Insights: Investigating Single-Minded Pursuits from Degree Completion to Business Outcomes in Dual Contexts

Authors: **Justin B. Keeler**¹, Victoria McKee², Meagan Baskin³, Saikumar Konka⁴

¹Wichita State University, Maize, KS, ²University of Central Oklahoma, Edmond, OK, ³Florida Gulf Coast University, Fort Myers, FL, ⁴Wichita State University, Wichita, KS

This study investigates the role bottom-line mentality (BLM) plays in workplace ostracism and explores the application of artificial intelligence (AI) in experimental organizational behavior research. Our research involved two studies. Study 1 was a random controlled trial (RCT) with a 2x2 factorial design that had 171 subjects. In Study 2, we used a crowdsourcing approach comprised of 220 full-time working adults. In both studies, participants accessed an online survey and were from the United States. The results of our study suggest a bottom-line mentality (BLM) work climate increases feelings of work ostracism via mediation when considering an influence on the individual employee. This relationship is conditional on the extent of the employee's zero-sum beliefs (ZSB). An increase in ZSB interacts with an employee to significantly feel more excluded in their organization. The findings provide an understanding of the negative aspects of an employee's beliefs about how to be successful, which can make them feel more isolated. In addition, this study provides managerial insights on the influence of work climates, which are often cited as an extension of their leadership. This research not only provides new contexts for understanding BLM and ZSB but also demonstrates the innovative use of AI to enhance methodological approaches in organizational studies.

Title: A Neuropsychological Examination of Perceived Person–Environment Fit: What It Is and How It Differs from Job Satisfaction

*** Best Paper in Track 6 and Best Conference Paper**

Authors: **Aichia Chuang**¹, Yu-Ping Chen², Tsung-Ren Huang², Hsu-Min Lee²

¹University of North Carolina at Greensboro, Greensboro, North Carolina, ²National Taiwan University, Taipei City, Taiwan

The current study advances person-environment fit research by exploring the nature of perceived fit via the neuroscientific method of functional magnetic resonance imaging (fMRI). Using brain images of state-like activities of participants in two MRI studies (62 participants and 41 participants) in Taiwan, our findings revealed that participants' engagement in relational fit, rational fit, fit and misfit contexts primarily activated specific brain regions, which are involved in socially related psychological constructs (e.g., mentalizing, perspective-taking, and empathy) and drive cognitive, emotional, and social processing. Furthermore, participants exhibited greater activation of emotion processing when perceiving relational fit compared to rational fit, and they showed increased activation of negative emotion processing when perceiving misfit compared to fit. Finally, our results show that perceived fit and job satisfaction are likely to be related but distinct constructs that add clarity to the debate of whether fit is merely a reflection of satisfaction.

Track 9: PDI Professional Development Institute

Ready for your close-up: Free software options to professionalize your online teaching and meetings

11:00 AM - 12:00 PM
La Condesa

Title: Ready for your close-up: Free software options to professionalize your online teaching and meetings

Authors: **Timothy M. Madden**¹, Laura Madden²

¹East Carolina University, Greenville, NC, ²East Carolina University, Greenville, North Carolina

Since 2020, virtual work has become a larger proportion of professional work. Meetings, interviews, classes, and entire degree programs are now conducted virtually. In keeping with previous SMA offerings to improve virtual professionalism, this year's interactive PDI will introduce attendees to three video-centric software tools: Cameo in Microsoft PowerPoint, Camo by Reincubate, and Open Broadcaster Software (OBS) Studio. These free programs can help faculty, doctoral students, and administrators put their best foot forward even if they're wearing fuzzy slippers for a Zoom meeting.

Track 6: Organizational Behavior

Rollercoasters of Motivation: Varied Perspectives on High/Low Motivational Processes

11:00 AM - 12:00 PM
La Vista C

Facilitator: Rachel O'Sullivan

Title: Using the Job Characteristics Model to Explain the Relationship Between Gamification and Intrinsic Work Motivation

Authors: **Richard A. Oxarart**¹, Jeffery D. Houghton²

¹Murray State University, Murray, KY, ²West Virginia University, Morgantown, WV

Gamification, or the use of game elements in the working environment, has become more prevalent in the workplace. Game elements such as badges, points, choices, levels, and leaderboards have been being used in industry due to their assumed motivational properties. Empirical research exploring this assumption is scarce, and suffers from methodological and measurement issues, a lack of strong theoretical framing, and ambiguous results. The current study uses the Job Characteristics Model as a theoretical foundation for developing and testing a hypothesized parallel mediation model of positive relationships between three game elements (points, choices, & badges) and internal work motivation through three job characteristics (feedback, autonomy, & task identity). A 2x2x2 experimental design is employed with eight different conditions involving the presence or absence of one or more of these game elements. The data were analyzed using structural equation modeling to test these hypothesized relationships. Results provide support for the positive relationship between points and internal work motivation as mediated by feedback. These results are discussed along with implications for practitioners and scholars, limitations, and future research directions.

Title: Quiet Quitting Used as a Strategic Response Based on the Conservation of Resources Approach

Authors: **MaQueba Massey**¹, Michele L. Heath², William Luse³

¹*Iowa State University, Des Moines, IA*, ²*Cleveland State University, Cleveland, OH*, ³*University of La Verne, La Verne, California*

“Quiet quitting” refers to employees who disengage in the workplace without quitting. Many scholars and practitioners alike consider quiet quitting to be counterproductive. However, in this paper, we explain that quiet quitting reflects a coping mechanism when employees perceive that injustices exist in the workplace. To test this idea, we examine antecedents to quiet quitting and discuss how and why employees use it as a resource-conservation strategy. Specifically, we model organizational justice as an antecedent to quiet quitting and assess the role of affective organizational commitment in mediating that relationship. We test our hypotheses in a two-study design that pairs a field study with a set of sequential causal experimental studies. Our findings illustrate a significant positive relationship between organizational justice and affective commitment and a significant negative influence on quiet quitting behaviors. When employees perceive fair treatment, their emotional attachment to the organization increases, and employees invest more resources, thus reducing disengagement like quiet quitting. However, when employees perceive unfair treatment, employees experience a resource threat, and protect their resources through quiet quitting behaviors. Overall, we contribute to theory by extending our understanding of new coping mechanisms as an act of resilience. Our insights inform interventions aimed at addressing workplace challenges and promoting employee engagement.

Title: The paradoxical effects of ICT demands on rumination through FoMO: Longitudinal evidence from three countries

Authors: **Rachel W. Smith**¹, Xinyu Hu², Yi-Ren Wang³, Marcus J. Fila⁴, Seulki Jang⁵, Marcel Kern⁶, Hyung In Park⁷, Bo Yang⁸

¹*Georgia Southern University, Richmond Hill, GA*, ²*Advanced Learning Partnerships, Inc., Chicago, IL*, ³*Asia College of Business, Malaysia*, ⁴*Hope College, Holland, Michigan*, ⁵*AECOM, South Korea*, ⁶*Ruhr-Universität Bochum, Bochum, Germany*, ⁷*Sungkyunkwan University, Seoul, South Korea*, ⁸*Ball State University, Muncie, Indiana*

Information and communication technology (ICT) use in the workplace has heightened interest due to its relevance in facilitating effective remote work and fostering work communications. Specifically, the constant connectivity enabled by ICT use has gained much research attention. In this study using data from three countries, we focus specifically on the technological experience of workplace fear of missing out (FoMO), the apprehension of missing out on work-related connection opportunities and important work updates, and investigate the serial indirect effect of ICT demands on work engagement via workplace FoMO and rumination (affective rumination and problem-solving pondering). Additionally, we explored how the individual perceptions of a key cultural value, uncertainty avoidance, may attenuate these relationships. Using three-wave longitudinal data from South Korea, China, and Germany, we conducted latent change score modeling. Results revealed that ICT demands predicted increases in work-related FoMO, and FoMO predicted increases in both affective rumination and problem-solving pondering. Affective rumination predicted a decrease in work engagement whereas problem-solving pondering predicted an increase in work engagement. The serial indirect

effect was significant via only affective rumination but not problem-solving pondering. In addition, uncertainty avoidance did not predict changes in workplace FoMO, rumination, and engagement nor moderate the relationship between ICT and FoMO. However, we found evidence that uncertainty avoidance moderated the effect of FoMO on increased problem-solving pondering, such that the effect was stronger when individuals reported high avoidance uncertainty.

Track 6: Organizational Behavior

Roundtable #1A: Influence and Politics in Organizations

11:00 AM - 12:00 PM
Salon Del Rey A

Facilitator: Maria Bracamonte (Mississippi State University)

Title: Employee Downsizing: The Moderating Role of Political Skill on Retained and Terminated Employees

Authors: **John Martin**¹, Frank C. Butler², Diane Lawong¹

¹University of Alabama at Birmingham, Birmingham, Alabama, ²The University of Tennessee at Chattanooga, Chattanooga, TN

Downsizing occurs for various reasons in organizations, including cost cutting, stakeholder pressure, and following events such as mergers and acquisitions. Two downsized groups – retained employees and terminated employees – are impacted. Both downsized groups experience stress and impact on morale. Retained employees can experience a host of challenges post-downsizing, including role overload and withdrawal behaviors. Politically skilled managers can ease the deleterious effects of downsizing on both groups. Thus, we develop a conceptual model whereby manager political skill moderates the effects of employee downsizing on firm performance and on retained and terminated employees such that the negative outcomes of employee downsizing are attenuated for both groups.

Title: Workplace Politics Harms the Innovativeness of Those Low on Openness to Experience

Authors: Eleni M. Stergiopoulou¹, **James A. Meurs**²

¹Athens University of Economics and Business, Greece, ²Kennesaw State University, Kennesaw, GA

Work innovation is essential to both employee and organizational success in today's highly competitive work environment. Although scholars have found personality (e.g., openness to experience) to relate to innovative work behavior, only some research has examined how context might influence personality's effects and very few studies have examined work environments (e.g., workplace politics) that could be detrimental to innovative behavior. Taking a trait activation approach, across two time points, we examine how openness affects the perceptions of politics (POPs) – innovative work behavior relationship using a sample of employees and supervisors working in a variety of finance sectors. Results revealed that innovative work behaviors, as rated by managers both concurrently and six months later, decrease for employees low on openness under conditions of elevated POPs, but are not reduced for those high on openness under high POPs. Thus, the (only) employees whose innovative behavior was negatively affected were those who were otherwise least prone to engage in work innovation (i.e., those low on openness), indicating the harm of workplace politics on this valuable work behavior. These findings suggest that scholars develop a more nuanced understanding of openness's long-established relationship with innovation at work.

Title: SPOTLIGHT VS. SHADOWS: ATTRIBUTIONS OF HELPER'S MOTIVES IN PUBLIC VERSUS PRIVATE ACTS OF HELPING

Authors: **Young Eun Lee**¹, Madeline Ong², Christy Zhou Koval³

¹Florida State University, Tallahassee, FL, ²Texas A&M University, College Station, TX, ³Michigan State University, East Lansing, MI

This study examines the nuanced dynamics of helping behavior at work, focusing on how the context and content of assistance influence recipients' perceptions of helpers' motives and subsequent relational outcomes. Drawing from attribution theory and social exchange theory, we conducted an experimental vignette study manipulating the context (public vs. private) and content (task-focused vs. person-focused) of helping behavior. Results of this study indicate that receiving help in public leads recipients to attribute helpers' behavior more to impression management motives, while help in private fosters perceptions of prosocial motives. Furthermore, the type of help received moderates the relationship between context and perceptions of helpers' motives, with task-focused help attenuating negative perceptions arising from public help. Perceiving helpers' behavior as driven by impression management motives is associated with decreased willingness to accept help, reduced gratitude toward the helper, and diminished trust in subsequent interactions. Conversely, attributing helpers' behavior to prosocial motives is linked to greater acceptance of help, increased expression of gratitude, and enhanced trust. These findings underscore the complexity of helping behavior in organizations and highlight the importance of fostering authentic, meaningful interactions among employees. By considering the context and content of help, organizations can promote positive workplace relationships and enhance organizational effectiveness.

Track 6: Organizational Behavior

Roundtable #1B: Positivity in OB

11:00 AM - 12:00 PM

Salon Del Rey A

Title: Can I Get a Witness? Employee Reactions to Witnessing Visible Self-Compassion at Work

Authors: **Sara J. Krivacek**, Clemson University, Easley, South Carolina

Self-compassion is defined as a tripartite process whereby an individual notices their own suffering, feels empathetic concern for oneself, and responds to alleviate or address the suffering. Research on self-compassion has proliferated in the last decade, and a major theme in the literature posits that it is beneficial for the practicing individual. However, less attention is given to the impact of self-compassion expression on other individuals in the workplace – partly because one major assumption is that self-compassion is an internalized process. In this paper, I conceptualize self-compassion as a social process and draw from affective events theory to make predictions on observer reactions to witnessing self-compassion in the workplace. Specifically, I argue that observed self-compassion is an affective event that triggers affective reactions, which then influences subsequent judgments and behaviors. I make competing hypotheses regarding the type of affective reaction experienced by the observer, and introduce workplace norms as an environmental feature that will impact this relationship. Across three studies, results show that observers react positively (and not negatively) to witnessing self-compassion. These positive affective reactions are amplified in compassion-based work environments (Study 2), however, neither positive nor negative affective reactions are influenced in high-performance work environments (Studies 2 and 3). Implications for theory and practice, as well as future research directions, are discussed.

Title: Work-related Resilience, Engagement and Wellbeing Among Music Industry Workers During the Covid19 Pandemic

Authors: **Emily Ferrise**¹, Kristin Scott², Sharon B. Sheridan³, Thomas J. Zagenczyk⁴

¹*Clemson University, Easley, SC*, ²*Clemson University, Clemson, SC*, ³*Clemson University, Piedmont, SC*,

⁴*North Carolina State University, Raleigh, North Carolina*

We surveyed workers in the performing arts sector to explore the role of positive mindsets in facilitating work-related resilience, engagement and reduced stress during the Covid-19 work shut down period. Integrating conservation of resources theory with metacognitive self-regulation, we controlled for the severity of the Covid-19 impact and negative affect and found that hope but not mindfulness predicted professional engagement, resiliency and reduced tension and distress over time and were mediated by positive affect (PA). Mindfulness was not indirectly (via PA) related to these outcomes but was directly, negatively related to job tension and distress. Mindfulness was only indirectly related to these outcomes via hope and PA when our control variables (Covid-19 related stress and negative affectivity) were removed. These findings suggest that in times of intense stress or adversity that future-oriented thinking such as hope may be more effectual than mindfulness in sustaining positive mindsets and action-oriented outcomes such as engagement. Implications for practice and future research are discussed.

Title: Thankful at Work, Thankful at Home: How workplace gratitude strengthens relationships via spillover and crossover

Authors: **Meghan E. Kane**¹, Alisha Gupta², Lauren R. Locklear³, Mark Ehrhart⁴

¹*University of Central Florida, Oviedo, FL*, ²*Virginia Commonwealth University, Richmond, VA*, ³*Texas Tech University, Lubbock, Texas*, ⁴*University of Central Florida, Orlando, Florida*

Research on workplace gratitude has detailed the many positive ways that gratitude can impact employees, including increased employee well-being, promotion of prosocial behaviors, and strengthened interpersonal relationships with others at work. Organizational scholars have tended to study experiences of gratitude at work as something that stays within the confines of one's workplace, ignoring the likelihood that gratitude might also impact employees outside of work. Given the inextricable link between one's work and home lives, our current research explores the connection between employees' feelings of gratitude at work and their feelings of gratitude outside of work. Specifically, we integrate broaden-and-build theory and the spillover-crossover model to explore how workplace gratitude spills over to home, and crosses over to an employee's romantic partner. Results from two field studies of employees and their romantic partners support our hypothesized model; employees' feelings of gratitude at work spill over to felt gratitude at home, which then crosses over to focal employees' partners via expressions of gratitude. These gratitude expressions are associated with increases in relationship satisfaction and reductions in relationship conflict for employees and their partners.

Track 6: Organizational Behavior

Roundtable #1C: Work-Life, Family Supportive Supervisor Behaviors, and Humility

11:00 AM - 12:00 PM

Salon Del Rey A

Title: Family Supportive Supervisor Behaviors and Supervisors' Emotional Exhaustion

Authors: Wenjuan Guo¹, Julie Hancock², **selinay civit**³

¹*Valdosta State University, Valdosta, Georgia*, ²*UNT, Denton, Texas*, ³*University of North Texas, denton, texas*

Despite the growing research interest in the influences of family supportive supervisor behaviors (FSSBs) on employee and organizational outcomes, the impact of engaging in FSSBs on supervisors' well-being is understudied. Based on Conservation of Resources theory (Hobfoll, 1989), we examined two mechanisms through which FSSBs influence supervisors' emotional exhaustion. Specifically, we tested the degree to which a supervisor's perception of engagement in FSSBs is positively related to their emotional exhaustion through perceived higher job demands, or negatively related to their emotional exhaustion through higher perceived unit productivity. Generally, results of this study support the beneficial effects of enacting FSSBs for supervisors. That is, supervisors who engage in higher levels of FSSBs experience lower levels of emotional exhaustion, and this relationship is mediated by the perceived unit productivity. The results of this study also show that the influence of FSSBs on supervisor well-being is impacted by two individual characteristics. Supervisors who have lower levels of core self-evaluation (CSE) experience a positive relationship between FSSBs, job demands and emotional exhaustion, while those who have higher levels of CSE do not. In addition, supervisors who perceive being family supportive as a part of their role experience a stronger negative relationship between FSSBs engagement and emotional exhaustion.

Title: CSR Role Crafting: Bringing Corporate Social Responsibility into the Personal Work Role

Authors: **Walter Davis**¹, Randy Evans², Andrea Neely²

¹*School of Business, University, MS*, ²*University of Tennessee at Chattanooga, Chattanooga, Tennessee*

There is growing interest in the role that individuals play in Corporate Social Responsibility (CSR). However, individuals may have drastically different views about what CSR means for their personal work lives. To more fully understand individual participation in CSR, we need a better understanding of how individuals define and incorporate CSR-related behaviors into their work role. This paper integrates traditional approaches to work roles with more recent perspectives on role crafting to (1) outline the fundamental dimensions of a process we label "CSR role crafting", and (2) describe the personal and contextual factors that influence the process of role crafting. We conclude with guidance on how CSR role crafting can impact (1) personal-level outcomes, (2) the implementation of organization-directed CSR initiatives, and (3) the emergence of organizational CSR initiatives from individual activity.

Title: Gendered Humility: Exploring Leader Gender's Moderating Role

Authors: **Chi L. Nguyen**¹, Elizabeth Klock²

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

While leader humility has garnered attention for its impact on various individual, follower, and organizational outcomes, its relationship with leader gender remains largely underexplored. Drawing on role congruity theory, this paper examines how a leader's gender can moderate perceptions of humility. We argue that female leaders face a double standard regarding humility, as displaying it can make them better leaders, but not behaving humbly can also harm their leadership. We employ a vignette study with 589 follower responses nested in 196 employees and provide empirical evidence for these dynamics. Our findings reveal gender-specific nuances in the attribution of humility, while challenging assumptions about leadership traits. Further, by differentiating between types of agentic and communal traits, we underscore the complexity of leadership perceptions and offer insights for both theory and practice. This study contributes to humility and gender literature, advancing our understanding of leader-follower dynamics and suggesting avenues for future research.

Track 6: Organizational Behavior

Roundtable #1D: Leadership and Work-Family Boundaries

11:00 AM - 12:00 PM

Salon Del Rey A

Title: Repeat Offenders: Emerging Leaders A Tail of Success

Authors: **Heidi M. Baumann**¹, Nathan S. Hartman², Candace A. Esken³

¹Illinois State University, Normal, Illinois, ²Illinois State Univeristy, Normal, Illinois, ³Bradley University, Peoria, Illinois

Informal leadership emergence can be a complex process with individuals bringing various capabilities and experiences into a group. These experiences may include past leadership positions in which individuals gain capabilities relevant for emergence as a leader. The current research considers this possibility by examining the interconnectedness of formal and informal leadership emergence. That is, does a history of formal leadership emergence relate to future informal leadership emergence? We investigate this question by testing a model that includes both formal and informal leadership emergence as well as potential mediating mechanisms that explain the relationship between these two variables. We propose that formal leadership emergence can have positive outcomes for one's self-concept in terms of leadership self-awareness and leadership self-efficacy, and that these self-concept enhancements can benefit individuals in future informal leadership emergence situations. Results support both leadership self-awareness and leadership self-efficacy as outcomes of formal leadership emergence; however, only self-awareness is found to mediate the relationship between formal and informal leadership emergence. We also test the potential influence of COVID-19 as a situational moderator of the proposed relationships and find evidence that the relationship between formal leadership emergence and leadership self-efficacy is weakened in a COVID context.

Title: Leaders in Isolation: A Dual-Path Model of Leader's Experienced Workplace Ostracism

Authors: **Seoin Yoon**, Arizona State University, Tempe, AZ

Since its inception in 2008 by Ferris and colleagues, workplace ostracism has become a solid research topic, with numerous reviews highlighting its prevalence and impact. In this vast literature, leaders have been seen as “domineering perpetrators” of ostracism. However, recent evidence suggests that leaders may also be ostracized by employees. Despite the empirical evidence and theoretical rationales behind the ostracizing of leaders, scholars have yet to take a leader-centric view to ostracism and examine how ostracized leaders would feel and manage this hurtful experience. The result is not only a stagnant scholarship with a (potentially) outdated view of a victim-perpetrator relation but also a missed opportunity to break new theoretical ground by integrating the unique power dynamics between ostracizing employees and ostracized leaders. This study thus aims to advance ostracism literature by developing a leader-centric model that elucidates the consequences, mechanisms, and boundary conditions of leader experience of ostracism. Drawing from a dual-motive perspective, a dual-path model is proposed in which workplace ostracism threatens leaders' two important goals—getting along and getting ahead—and leads to its downstream consequences. Specifically, a leader's experience of ostracism represents belongingness threat and status threat, each of which prompts divergent behavioral strategies to manage the threatening situation. The study further explores the moderating role of leader gender by developing competing hypotheses for how being ostracized may yield differential effects on male leaders vs. female leaders.

Title: Blurring the Boundaries: Understanding the Gender-Dependent Impact of Home-to-Work Boundary Permeations

Authors: Nitya Chawla¹, Shawn McClean², **Seoin Yoon**³, Ji Koung Kim⁴, Joel Koopman⁴, Christopher C. Rosen⁵, John Trougakos⁵, Julie McCarthy⁶

¹University of Minnesota, ²The University of Oklahoma, Norman, Oklahoma, ³Arizona State University, Tempe, AZ, ⁴Texas A&M University, College Station, Texas, ⁵university of arkansas, Fayetteville, AR, ⁶University of Toronto at Scarborough, Toronto, ON

During the COVID-19 pandemic, work-from-home arrangements (i.e., remote work) became increasingly common. Three years later and there is little doubt that such arrangements are here to stay. Importantly, work-from-home arrangements heighten the potential for home demands to intrude upon the work domain, a situation that also occurs in the context of in-person and hybrid work arrangements. These *home-to-work boundary permeations* require employees to attend to dual work and home responsibilities within the same physical location, with these roles being in particular conflict for women. To investigate the implications of

these permeations for working women, we integrate theorizing surrounding boundaries with research on traditional gender roles. Specifically, we theorize that home-to-work boundary permeations activate traditional gender stereotypes for women. As a result, these permeations are particularly depleting for female employees, while simultaneously also reducing their perceived work self-efficacy to a greater extent than their male counterparts. In turn, we expect that increased depletion and lowered work self-efficacy reduce investment across both the work (i.e., reduced work engagement) and home (i.e., increased family withdrawal) domains. Results from three studies—an experience sampling study and two critical incident studies—largely support our hypotheses. These findings have several theoretical and practical implications, particularly as remote and hybrid work arrangements become increasingly common fixtures of employees’ working lives.

Track 6: Organizational Behavior

Roundtable #1E: Leadership and Management Strategies

11:00 AM - 12:00 PM
Salon Del Rey A

Title: Third-party Emotional Responses to Reprimand in The Workplace: The Role of Personal Values

Authors: Gerardo A. Miranda Reina¹, Jennifer Welbourne², **Atoshi Borna Podder**², JORGE GONZALEZ³

¹University of Alaska Fairbanks, Fairbanks, Alaska, ²University of Texas Rio Grande Valley, Edinburg, Texas,

³University of Texas, Rio Grande Valley, Edinburg, Texas

Addressing recent calls to understand better the intersection of values and emotions (Sagiv & Schwartz, 2022), this study integrates the appraisal theory of emotion (Scherer 2009) with the theory of basic human values (Schwartz et al., 2012) to investigate individual differences in emotional responses of third-party observers to workplace situations of supervisor reprimand. Using an experimental video vignette method to simulate a workplace interaction, we examined whether observers experienced other-condemning emotions (contempt, anger, and disgust) toward a supervisor who publicly reprimanded (versus praised) an employee for their performance. Additionally, we examined whether respondents’ values of self-transcendence and conservation influenced the intensity of these emotional responses. Data were collected from a sample of 294 full-time working United States adults recruited through Prolific. Our results show that respondents who highly prioritized self-transcendence felt more contempt, anger, and disgust for a supervisor who was observed reprimanding (versus praising) an employee, compared to those who did not prioritize this value. Respondents who highly prioritized conservation also felt more anger for a supervisor who reprimanded (versus praised) an employee, compared to those who did not prioritize conservation. These findings shed light on the role of personal values in how employees emotionally respond to observed workplace interactions.

Title: The Cascading Effect of Managerial Cooperative Climate on Performance in Racially-Diverse Business Units

Authors: **Patrick F. McKay**¹, Derek R. Avery², Emily Rosado-Solomon³, Sasha Pustovit⁴, Anastasiia Agolli⁵

¹East Carolina University, Greenville, NC, ²University of Houston, Houston, Texas, ³Babson College, Babson Park, Massachusetts, ⁴Towson University, Towson, Maryland, ⁵Temple University, Philadelphia,

Pennsylvania

Most research on cooperation has been conducted in team contexts and, thus, it is equivocal whether cooperation improves performance in larger organizational collectives such as business establishments and firms. Also, workforce diversity has the potential to either threaten or enhance the success of cooperative work efforts. To address these concerns, we formulated a trickle-down leadership model of organizational climate that casts managers as focal in transmitting cooperative climate to the core workforce. We also proposed that high core workforce racioethnic diversity would amplify the positive relationship between managerial cooperative climate and core workforce climate, with beneficial effects on business-establishment financial performance. We tested our model in 756 business establishments of a large retailer using data lagged across a

three-year period. Results showed that managerial cooperative climate (Year 1) had a more strongly positive relationship with core workforce cooperative climate (Year 2) in establishments with higher versus lower workforce racioethnic diversity (Year 1), which led to significantly higher earnings (Year 3). We discuss the theoretical and practical implications of our findings considering the study's strengths and limitations.

Title: The Temporal Tango: An Entrainment-Based Perspective on Leaders' Temporal Role Modeling and Synchrony Preference

Authors: **Kent K. Alipour**¹, Joy H. Karriker¹, Andrew O. Herdman², Patrick F. McKay¹

¹East Carolina University, Greenville, NC, ²East Carolina University, Greenville, North Carolina

As teams continue to navigate through unique challenges and working environments, leaders' efficient use of time is more critical than ever. We respond to the clarion call issued by leadership scholars to delve more deeply into the aspect of time within the leadership domain. Specifically, in line with theory on entrainment, we contend that leaders may act in ways that facilitate or impede the flow and coordination of work on team tasks, which in turn, impacts team performance. In this effort, we examine the direct and indirect effects of team leaders' temporal role modeling on team performance and investigate the moderating role of leaders' synchrony preference in helping to lessen the undesirable influence of team members' lateness to meetings on subsequent team performance. Noting calls to elucidate the unique challenges faced by leaders in virtual settings, as well as how their unfavorable effects may be mitigated, we investigate the impact of leaders' temporal role modeling behaviors on team punctuality and performance in an organizational sample of virtual teams. Findings support the influence of team leaders' temporal role modeling for decreasing team members' lateness and increasing team members' performance, as well as the moderating role of synchrony preference in attenuating the negative link between team members' lateness to meetings and team performance. Implications for future research and practice are discussed.

Track 6: Organizational Behavior

Roundtable #1F: Personality, Mindfulness, and Ethics

11:00 AM - 12:00 PM

Salon Del Rey A

Title: Skills of Mindfulness: Reconceptualizing the Workplace Mindfulness Scale

Authors: **Arran Caza**¹, Tyler A. Sullivan²

¹University of North Carolina at Greensboro, Greensboro, North Carolina, ²University of North Carolina Greensboro, Townsend, Ma

Mindfulness has attracted increasing attention in organizational research and practice due to its demonstrated effects on worker well-being and performance. The Workplace Mindfulness Scale (WMS) was developed to contribute to this growth. While the WMS holds promise for advancing mindfulness studies in organizations, we contend that its original presentation, as a hierarchical construct with 'overall mindfulness' reflected in the three skills of awareness, attention, and acceptance, is theoretically and statistically problematic. Our reanalysis of data used in developing the WMS indicates that the three skills are independent, non-hierarchical phenomena. This conceptualization clarifies the relationships among the skills and provides a more parsimonious explanation of their distinct effects on key workplace outcomes such as emotional exhaustion, job satisfaction, engagement, well-being, performance, and organizational citizenship behavior. Specifically, our findings reveal that awareness enhances positive outcomes, attention mitigates negative experiences, and acceptance fosters improved relationships. This disaggregated approach suggests theoretical and practical changes in the definition and measurement of mindfulness in organizational contexts, promising more effective theory development and application.

Title: Bringing Personality into Ethics: Is a Moral Identity Mainly a Desire to Be Agreeable?

Authors: **Jake Telkamp**¹, Marc Anderson²

¹Augusta University, Augusta, GA, ²Iowa State University

A moral identity is the extent to which someone believes that being ethical is important to who they are as a person. A substantial amount of work in the past two decades has established the importance of a moral identity to a wide variety of work and non-work outcomes. However, the nature of the moral traits that underlie a moral identity is questionable. The dominant measure of moral identity asks respondents to visualize a person who has nine characteristics—caring, compassionate, fair, friendly, generous, hardworking, helpful, honest, and kind—and then answer five questions about whether having these nine characteristics is desirable and important to them. We discuss how seven of these traits represent the personality trait of agreeableness, while one (hardworking) describes the personality trait of conscientiousness, and one (honest) describes the personality trait of honesty-humility. Thus, we argue that MI is primarily capturing a desire to be agreeable. We present an empirical illustration showing that replacing the specific adjectives in the moral identity measure with analogous ones yields highly-correlated measures, highlighting how personality is central to moral identity. We conclude with next steps for the literature on moral identity and suggest the need for a better integration of moral identity with research on personality.

Title: Stroke my ego, I'll scratch your back: Employee narcissism and supervisor supplication on LMX and OCB

Authors: Corey Fox¹, Brian Webster², **Alex J. Scrimshire**³, Mickey B. Smith⁴, Imran Syed⁵

¹Texas State University, San Marcos, TX, ²Ball State University, Muncie, IN, ³University of Southern Mississippi, Hattiesburg, MS, ⁴University of South Alabama, Mobile, Alabama, ⁵Ball State University

We extend the study of employee narcissism by moving beyond a focus on outcomes of employee narcissism. Rather, we consider influence tactics supervisors may undertake to prompt narcissists to positively contribute to the social system of the organization. We draw from social exchange theory to explicate how the interaction between employee narcissism and supervisor supplication behavior leads to higher LMX perceptions. We then demonstrate that the interaction of employee narcissism and supervisor supplication leads to higher levels of employee organizational citizenship behaviors via LMX. We test our hypotheses in a field study of 172 employee-supervisor dyads from a variety of industries. We find support for our theoretical model and demonstrate a unique instance in which individuals high in narcissism participate in a positive interpersonal relationship and engage in behaviors that benefit others. Theoretical and practical implications are discussed.

Track 1: Entrepreneurship and Family Business/Technology and Innovation

Strategic Knowledge and Digital Skills in Entrepreneurial Decision-Making

11:00 AM - 12:00 PM

El Mirador C East

Facilitator: Vitaliy Skorodziyevskiy (University of Louisville)

Title: Exploring the Impact of Digital Social Skills in Entrepreneurs' Digital Platform Choice and Customer Network Development

Authors: **Su Li**¹, Jing Zhang¹

¹*Old Dominion University, Norfolk, VA*

This conceptual study introduces the novel concept of digital social skills and applies the theory of planned behavior and social exchange theory to propose a two-stage process model. This model aims to investigate how entrepreneurs' digital social skills influence their choice of digital platforms, particularly concerning the level of seller-buyer interaction, and subsequently impact the development of customer digital networks within these platforms. In the first stage of platform selection, we identify three primary factors—digital social skills, platform costs, and internationalization—that shape entrepreneurs' decisions. In the second stage of customer digital network development, we hypothesize a positive interaction effect between entrepreneurs' digital social skills and their chosen platforms, facilitating both the breadth and depth of their customer digital networks. We conclude by outlining a future research agenda for exploring the role of digital social skills in customer digital networks.

Title: When do Entrepreneur Sellers Have to Earn Their Exit?

Authors: **Andrew J. Garofolo**¹, Kevin Cox², Curtis Sproul

¹*Georgia Southern University, STATESBORO, GA*, ²*Florida Atlantic University & Seedocracy, Boynton Beach, FL*

Entrepreneurial exits can come with various conditions attached. This study investigates the use of earnouts in small business acquisitions, particularly with entrepreneurial firms where uncertainty and valuation challenges are prevalent. Through a comprehensive analysis of 6,694 firms between 2013 and 2019, we explore the factors influencing the likelihood of earnout inclusion, such as sell price, firm leverage, firm age, employment agreements, and noncompete clauses. Employing a Logit model and a treatment effects model, our research reveals which entrepreneurial firms have to earn their exit versus those that do not have to earn their acquisition price. The findings not only enhance our theoretical understanding of earnouts but also provide practical insights for structuring small business acquisition transactions that align buyer and seller interests, mitigate risks, and facilitate smoother post-acquisition integration.

Title: Knowledge is power: A configurational model of information processing and entrepreneurial decision making

Authors: **Mike McDaniel**¹, KRISTA LEWELLYN²

¹*University of Texas at Arlington, Highland Village, Texas*, ²*Florida Southern College, Lakeland, Florida*

Entrepreneurial decision making is a complex and yet relatively understudied stream of research. Heeding the calls for increased focus on entrepreneurial decision making, this study examines the multiple factors that influence decision making in entrepreneurial contexts including number of sources, time spent absorbing information, number of advisors, closeness of advisors, narcissistic autonomy, and business experience. Through interviews with 40 U.S. entrepreneurs in multiple industries and utilizing fuzzy set qualitative comparative analysis (fsQCA) methodology, this study finds that there are three configurations that result in positive decisions, including *information-driven*, *autonomous information-driven* and *autonomous relational-driven* entrepreneurs. These results have implications for theory and practice, and extend the field's understanding of the multifaceted nature of entrepreneurial decision making.

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

The Ultimate DVs!!! Sustainable Career Outcomes, Innovative Behaviors, and Organizational Attractiveness

11:00 AM - 12:00 PM
El Mirador B East

Facilitator: Mark Geiger (Duquesne University)

Title: STICKS AND STONES: A LOOK AT THE EFFECTS OF MICROINSULTS AND STEREOTYPE THREAT ON SUSTAINABLE CAREER OUTCOMES

*** Best Doctoral Paper in Track 5**

Authors: **Shona G. Smith**¹, Alison Hall (Birch)², Ariane Froidevaux³

¹*University of Houston, Houston, TX*, ²*University of Texas Arlington, Arlington, Texas*, ³*University of Texas at Arlington*

Subtle forms of workplace discrimination, such as microinsults, have many adverse consequences for employees and organizations. While prior research suggests that microinsults are more taxing than overt forms of discrimination due to involving guesswork and sensemaking as the target processes their experience, we know relatively little about the implications of microinsults for targeted employees and their careers. Relying on conservation of resources theory and the sustainable careers framework, this paper explores how microinsults that invalidate targets' emotions (emotion-based microinsult; EBMI) may prompt stereotype threat among targets to disprove the emotion-based stereotype implied in the EBMI, ultimately resulting in adverse consequences for their sustainable career outcomes of being happy (i.e., job satisfaction), healthy (i.e., subjective well-being), and productive (i.e., self-perceived career sustainability) at work. We also explore the extent to which perceived climates of emotional authenticity may act as a source of resource gain and as such moderate EBMI's positive effect on target's experience of stereotype threat. Using a three-wave time-lagged design with one-week interval among 138 Latina employees, we found that EBMI's have a positive relationship with stereotype threat and a negative relationship with job satisfaction and self-perceived career employability. Additionally, stereotype threat mediated the relationship between EBMI's and job satisfaction. The theoretical and practical implications of these findings are discussed.

Title: Understanding Innovative Work Behaviors: Role of organizational & community diversity climates, meaningfulness and employee status

Authors: **Barjinder Singh**¹, Stephanie Solansky², Donna Stringer³

¹*Elon University, Elon, NC*, ²*Texas State University, San Marcos, Texas*, ³*University of Houston - Clear Lake*

The purpose of this study is to examine the roles of psychological mechanisms and boundary conditions that explicate the relationships between organizational and community forms of diversity climate and innovative work behaviors (IWBs). Drawing on the conservation of resources theory, we hypothesize that *meaningfulness* (through work) mediates the positive relationships between organizational and community forms of diversity climate and IWBs. We also propose that the relationships between both forms of diversity climate and meaningfulness are moderated by employee status, whereby the above relationships are stronger for salaried/hourly employees than for managerial employees. With a sample of 151 employees, we found that meaningfulness mediates the relationship between both forms of diversity climate and IWBs. We also found some support for the status moderated organizational diversity climate – meaningfulness relationship. For effective management of diversity in organizations, we discuss research and practical implications.

Title: Using signaling theory to explain organizational attractiveness

*** Best Paper in Track 5**

Authors: **Mikayla M. Reynolds**¹, William Obenauer²

¹*University of Maine, N. Vassalboro, Maine*, ²*University of Maine, Orono, ME*

Organizational attractiveness refers to how desirable an organization appears to potential job seekers. In light of recent labor shortages in the United States, employers must consider how to effectively manage their organizational attractiveness. While prior literature has looked at how an employer's brand and interpersonal interactions with candidates can influence attractiveness, limited research has looked at how information included on recruitment websites influences attractiveness. Additionally, in response to recent changes in the workplace, there is an imperative need to provide organizations with guidance as to how remote work arrangements and onsite benefits influence organizational attractiveness. In response to this need, we conducted three separate vignette studies in which participants were presented with employer recruitment websites. In each study, we manipulated remote work arrangements available and onsite benefits. Our findings demonstrate that both had a positive relationship with organizational attractiveness, but the presence of one did not attenuate the presence of the other. Our research makes important theoretical and practical contributions to signaling theory.

Track 9: PDI Professional Development Institute

Your paper got an R&R!! Now What?

11:00 AM - 12:00 PM
Salon Del Rey C

Title: Your paper got an R&R!! Now What?

Authors: **Melissa Carsten**¹, Lucy Gilson², Mary Uhl-Bien³, Bruce Lamont⁴, G. James Lemoine⁵, Vickie C. Gallagher⁶, Robyn Brouer⁷, Hermann Ndofo⁸

¹*Appalachian State University, Fort Mill, SC*, ²*University of New Hampshire, Durham, NH*, ³*Texas Christian University, Dallas, TX*, ⁴*Florida State University, Tallahassee, FL*, ⁵*SUNY - University at Buffalo, Getzville, NY*, ⁶*Cleveland State University, Cleveland, OH*, ⁷*University of South Alabama, Mobile, AL*, ⁸*University of Indiana, Bloomington, IN*

The proposed PDI aims to demystify the revise and resubmit (R&R) process in academic publishing for management scholars. Despite the centrality of publishing in academia, the process from submission to acceptance can be fraught with uncertainty. This PDI will feature seasoned scholars, Associate Editors, and highly regarded reviewers discussing the R&R process from various perspectives, offering insights, advice, and practical strategies. Topics include understanding the decision-making process of editors, structuring manuscript revisions effectively, crafting response documents, and interpreting reviewer feedback. Additionally, the session will provide opportunities for interactive Q&A and breakout discussion sessions for more specific and detailed feedback.

SMA Board Meeting - Invitation Only

12:00 PM - 4:00 PM
The Stetson

Track 9: PDI Professional Development Institute

AOM Journal Editors Panel: Publishing in AMA, AMC, AMD, AMJ, AMLE, AMP, and AMR

1:30 PM - 2:45 PM
Salon Del Rey A

The Academy of Management (AOM) publishes a broad suite of academic journals. Editors of each AOM journal will provide in-depth insights about the unique mission of their journal, offer guidance on how to position papers for publication within these journals, and answer your questions. Come meet the editors and learn more about how you can publish impactful research in these highly visible outlets.

Presenter: Michael Barnett (Rutgers Business School), Melissa Cardon (The University of Tennessee), Arran Caza (University of North Carolina at Greensboro), Matthew Cronin (George Mason University), Marc Gruber (), Chet Miller () and Elizabeth Rose (Indian Institute of Management Udaipur)

Track 9: PDI Professional Development Institute

Methodological Considerations When Designing a Study Using Surveys

1:30 PM - 2:45 PM
La Condesa

Best practice in study design requires balancing a range of methodological concerns and trade-offs that relate to the development of robust survey designs, including making causal inferences; internal, external, and ecological validity; common method variance; choice of data sources; multilevel issues; measure selection, modification, and development; appropriate use of control variables; conducting power analysis; and methods of administration. Concerns regarding the administration of surveys, including increasing response rates as well as minimizing responses that are careless and/or reflect social desirability. Finally, decision points arise after surveys are administered, including missing data, organization of research materials, questionable research practices, and statistical considerations. We will explore this array of interrelated study design issues associated with theory, survey design, implementation, and analysis with the goal of maximizing overall scientific rigor.

Presenter: Don Kluemper (University of Illinois at Chicago)

Track 9: PDI Professional Development Institute

Return of the Doctoral Student Networking Workshop: Creating Relationships Through Writing Groups

1:30 PM - 2:45 PM
La Reina

Title: Return of the Doctoral Student Networking Workshop: Creating Relationships Through Writing Groups

Authors: **Ace M. Beorchia**¹, Terrance L. Boyd², Sara Davis³, MaQueba Massey⁴, Marla L. White⁵
¹*Kennesaw State University, Knoxville, Tennessee*, ²*Texas Christian University, Fort Worth, TX*, ³*Kennesaw State University, Kennesaw, Georgia*, ⁴*Iowa State University, Des Moines, IA*, ⁵*Virginia Tech, Arlington, Texas*

Academic conferences are an opportunity for students to develop and strengthen their peer networks (i.e., academic friendships)—an indispensable emotional and professional resource. Little guidance is given, however, on how students can create meaningful peer relationships outside of their own institution. This

workshop focuses on writing groups, a medium that expands and deepens peer relationships; allows students to develop a sense of community; and supports collaboration throughout the doctoral journey. After this session, attendees will understand the efficacy of writing groups, have a stronger peer network, and discover methods to move beyond networking to engagement.

Track 8: Teaching Innovations

Teaching Communication Skills

1:30 PM - 2:45 PM
El Mirador B West

Title: Teaching Voice Behaviors Using Role-Play

Authors: **Robert Chico**¹, Gretchen Lester², S.R. Aurora (also known as Mai) P. Trinh³

¹University of Washington, Seattle, WA, ²San Jose State University, ³The University of Texas Rio Grande Valley

Effective use of voice behaviors is an important management skill, as it plays a crucial role in fostering positive, productive workplace interactions necessary for organizational success. Accordingly, a critical component of business school programs is equipping students with the skills to recognize different types of voice behaviors and to understand how best to utilize them within varied organizational contexts. As a complement to course content, we employed student-written and performed role-playing exercises to accomplish three objectives: (1) foster a constructive learning environment; (2) illustrate the social consequences of voice; and (3) promote their content knowledge of voice concepts. We follow Kolb's experiential learning theory (ELT) process to holistically involve students in the learning cycle by letting them experience, reflect, think, and experiment. Using Gioia methodology to content analyze student responses and by evaluating data from pre- and post-surveys, we present evidence that shows strong support that the three objectives were accomplished. As such, management educators may find value in using this role-play exercise across a variety of topic areas where one's voice is particularly salient, such as in leadership, communication, teamwork, and negotiations.

Title: Keep Talking and Nobody Explodes: A Resource for Teaching Communication and Teamwork

Authors: **Bryan Rogers**¹, Brian Waterwall¹

¹East Carolina University, Greenville, NC

This paper introduces and discusses *Keep Talking and Nobody Explodes* as an in-class activity to teach management concepts such as communication and teamwork. In this activity, student teams must work together to overcome asymmetric information and disarm a bomb before it explodes. In this manuscript, we describe how this activity can be used to teach management concepts in the classroom and provide guidance for implementation.

Track 8: Teaching Innovations

Using Research to Inform Pedagogy

1:30 PM - 2:45 PM
El Mirador C West

Title: Enhancing Reflection through AI: A Comparative Analysis of Student Writing Before and After AI Integration in Curriculum

* Best Doctoral Paper in Track 8

Authors: **Tracy S. Ginn**, East Carolina University and UNC Greensboro, La Grange, NC

Abstract

This study evaluates the impact of Artificial Intelligence (AI) tools on enhancing students' reflective writing and leadership philosophies in a Capstone Course at East Carolina University's College of Business. Comparing student essays and reflection scores before and after AI integration, the research explores how AI-assisted instruction influences the quality of leadership reflections. Initially, students wrote reflections based on their personal leadership experiences without AI assistance. After introducing AI tools, students employed these technologies for drafting and refining their essays, aiming to deepen their introspection and articulate their leadership philosophies more effectively. This investigation seeks to highlight AI's potential in enriching educational practices by improving students' critical thinking and reflective writing, crucial for their professional development and future leadership roles.

Title: Advancing from Victims of Determinism to Strategic Choice in Management Simulations: A Proposed Framework

Authors: **William Ritchie**¹, **Sergiy Dmytriiev**², **JJ Lhospital**², **Ali Shazad**², **Scott Gallagher**²

¹*James Madison University, Harrisonburg, VA*, ²*James Madison University*

The theoretical constructs of managerial choice and environmental determinism have long been debated in mainstream management research. Historically, these ideas have been primarily presented as orthogonal constructs, whereby managers are depicted as either having significant sway over their environmental conditions or simply the victim of deterministic forces beyond their control. Based upon case study data from an experiential simulation implemented in multiple strategic management courses, we develop an integrated framework of managerial choice and determinism. Our temporally based theoretical model displays a progression from the state of low determinism and low strategic choice to the eventual state of high strategic choice and low determinism. We discuss implications of this comprehensive characterization of the choice versus determinism framework for both pedagogy and practice.

Café SMA Networking Snack Break

2:45 PM - 3:15 PM

Locations outside of La Corona, La Condesa, as well as Conference Center (top floor) Foyer and Lobby

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The University of Memphis Fogelman College of Business & Economics - Department of Management

Track 9: PDI Professional Development Institute

A Practical Review of Longitudinal Modeling using RCGM

3:15 PM - 4:30 PM

La Reina

We've all read the Ployhart & Bliese (2002) and Bliese & Lang (2016) papers on random coefficient growth modeling (RCGM), right? And who isn't guilty of relaxing after a hard day's work by cracking open their Singer & Willet to read about longitudinal data analysis? But... some of those words are pretty big and

scary.... So let's figure out the RCGM analysis together in a "more fun" (perhaps a "funnerer"?) way! The goal of this workshop is to review the basic principles of RCGM, what researchers can test with its application (for both Micro and Macro), and some of the interesting extensions that have been developed in the past few years, all while avoiding the jargon... at least as much as is possible! By the end of the workshop, you should have some insight into how to set up your dataset, use some R code, and review and interpret the RCGM results.

Presenter: Jason Kautz (University of Texas at Dallas)

Track 9: PDI Professional Development Institute

Navigating Common Method Variance: Techniques and Tools for Management Researchers

3:15 PM - 4:30 PM

La Condesa

Common method variance continues to be an area of concern for many management researchers. As research on this topic has developed, there are more findings on the nature and prevalence of this error. Additionally, there are a variety of techniques that researchers can use to prevent or detect CMV in data. In this workshop, the presenters will an overview of CMV research and go through steps as to how researchers can plan studies, collect and analyze data, and present findings to alleviate CMV concerns. The presenters will demonstrate how to use the CFA Marker Technique with an ideal marker variable in MPlus and R.

Presenter: Brian Miller (Texas State University), Elizabeth Ragland (University of Louisiana at Monroe) and Marcia Simmering (Louisiana Tech University)

Track 9: PDI Professional Development Institute

SMA Teaching Idea Exchange

3:15 PM - 4:30 PM

Salon Del Rey A

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 ideas about course exercises, flipped and hybrid classrooms, new classroom technologies, and best practices for online learning environments, among other topics.

Presenter: Joel Bolton (University of Southern Mississippi), Robert Davis (Oklahoma State University), Ryan Greenbaum (Rutgers University), John Harris (Georgia Southern University), Aaron Hill (University of Florida), Kenneth Mawritz (Lehigh University) and Neil Tocher (Idaho State university)

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
Salon Del Rey C

Title: Sticky Floors and Glass Ceilings: Challenges and Solutions in the Academic Career Trajectory
Authors: **Janaki Gooty**¹, Enrica Ruggs², Cynthia E. Devers³, Scott Tonidandel⁴, Sherry Thatcher⁵, Lucy Gilson⁶
¹*University of North Carolina at Charlotte, Charlotte, North Carolina*, ²*University of Houston*, ³*Virginia Tech University, Blacksburg, VA*, ⁴*University of North Carolina at Charlotte*, ⁵*University of Tennessee, Knoxville, TN*, ⁶*University of New Hampshire, Durham, NH*

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 (Gooty et al., 2023) 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.aaup.org/resources/research/barrier-bias/>), we engage with the audience on solutions to reduce the glass ceiling effect in the academy.

Track 9: PDI Professional Development Institute

The Essentials of Self Defense

3:15 PM - 4:30 PM
La Vista DE

You will learn tactics and training necessary to decrease the possibility of a physical attack and to provide the student with viable self-defense skills if they become necessary against common attacks often used by aggressors. To mentally and physically prepare to defend against a real attack, you will experience realistic training scenarios and self-defense techniques. No prior training is necessary.

Presenter: Jared Allen and Don Kluemper

Briscoe Western Art Museum - Open to Conference Attendees

5:00 PM - 7:00 PM
Briscoe Western Art Museum - Offsite

Join us early, from 5-7PM, to enjoy the museum galleries which will be open to SMA members only (with limited guided tours provided as well). Food and beverages will be available in the reception hall at 7PM. Beverage service will begin at 6:30 in the courtyard for those that finish their museum tours before 7PM.

SMA 2024 Closing Reception - Offsite at the Briscoe Western Art Museum

7:00 PM - 9:00 PM

Briscoe Western Art Museum - Offsite

Saddle up for an adventure in the Wild West at the Briscoe Western Art Museum. Come early, from 5-7PM, to enjoy the museum galleries which will be open to SMA members only (with limited guided tours provided as well). Following this, food and beverages will be available in the reception hall. You can also choose to enjoy the expansive outdoor area including live country and western music. Bring your cowboy/girl hats and dancing boots for a sendoff reception to remember. The Briscoe is directly across the river from the Hilton, but is accessed at 210 W Market Street. If you leave the front door of the Hilton, turn left, and then turn left on West Market Street. After you cross the river you will see the museum a few hundred feet ahead. Remember, SMA badges are required to enter the facility.

Sponsored by

Clemson University's Wilbur O. and Ann Powers College of Business - Department of Management

Sage

Texas State University's McCoy College of Business - Department of Management

SMA 2024 Closing Reception Continues - Offsite at the Briscoe Western Art Museum

9:00 PM - 10:30 PM

Briscoe Western Art Museum - Offsite

The food may be done, but the music and beverages continue as SMA members can enjoy the courtyard or reception hall to wind down a great conference. So come “yarn the hours away” one last night. Whether you stick around the reception or venture out on the Riverwalk, we hope you had a fantastic SMA 2024.

Saturday, November 02

Networking Coffee Break

8:00 AM - 8:30 AM

Track 9: PDI Professional Development Institute

Agent-Based Modeling in Management Research: Opportunities and Challenges

9:00 AM - 10:15 AM

La Reina

Title: Agent-Based Modeling in Management Research: Opportunities and Challenges

Authors: **Sophia Thomas**¹, S.R. Aurora (also known as Mai) P. Trinh²

¹Texas Tech University, Lubbock, TX, ²The University of Texas Rio Grande Valley

Agent-based modeling (ABM) has gained popularity in management in the last two decades for its ability to model heterogeneous, interdependent agents in complex systems and its versatility in complementing other research methods. However, ABM faces many skeptics. One reason for this slow acceptance and adoption in management, relative to other fields, is the lack of methods training available to interested researchers, journal editors, and reviewers. In this PDW, we introduce conducting and publishing ABM research. Participants will leave with a deeper understanding of ABM as a research method as a starting point for using it in their own research.

Track 9: PDI Professional Development Institute

Leveraging AI & Visual Suite Technology to Increase Experimental Control & Realism

9:00 AM - 10:15 AM

La Condesa

This session explores the integration of AI-generated imagery and visual suite software to enhance experimental control and realism in organizational research. Participants will gain insight into AI's capacity to generate photo-realistic images, enriching ecological validity. Detailed discussions highlight the rationale for selecting image generators and visual suite software along with the iterative refinement process to finalize images. Practical demonstrations illustrate the symbiotic roles of AI and visual suite software. Interactive activities engage participants in AI image generation and vignette creation.

Title: Leveraging AI & Visual Suite Technology to Increase Experimental Control & Realism

Authors: **Alyssa A. Bevacqua**¹, Maria V. Bracamonte², B. Parker Ellen³, Myles Landers¹

¹Mississippi State University, Starkville, MS, ²Mississippi State University, Starkville, Mississippi, ³Mississippi State University, Mississippi State, MS

This session explores the integration of AI-generated imagery and visual suite software to enhance experimental control and realism in organizational research. Participants will gain insight into AI's capacity to generate photo-realistic images, enriching ecological validity. Detailed discussions highlight the rationale for selecting image generators and visual suite software along with the iterative refinement process to finalize images. Practical demonstrations illustrate the symbiotic roles of AI and visual suite software. Interactive activities engage participants in AI image generation and vignette creation.

Texas Hill Country Vineyard Tour

10:00 AM - 4:30 PM
Texas Hill Country

Transportation sponsored by Kennesaw State

Discover the charm and flavors of Texas Wine Country on an exclusive tour through the heart of Texas Wine Country, where rolling hills, lush vineyards, and three of its most renowned vineyards. Our journey begins at [Sister Creek Vineyards](#), a family owned vineyard with award winning vintages that has taken advantage of the Texas terroir for thirty-six years. Next, we visit [Singing Water Vineyards](#), where you'll enjoy their wines in a historic tasting room, a classic 1880s barn built in the German agrarian style unique to this region of Texas. Their viewing decks set among the trees invite you to pause and take in the dramatic landscape and sounds of the creek. Our final stop is [Bending Branch Winery](#), named the Top Texas Winery in 2018. The winemakers have an innovative approach to winemaking and sustainability, so you'll indulge in their exceptional wines while taking in breathtaking views. Join us for a day of relaxation, education, and unforgettable wine experiences in the heart of Texas Hill Country. Transportation provided.

Cost:

Tour including a tasting at each location: \$100

Tour only: \$40

Track 9: PDI Professional Development Institute

A Live Podcast with experts featuring a discussion on the business and student engagement aspects of Podcasts

10:30 AM - 11:45 AM
La Condesa

This session includes a live, interactive podcast, broadcast on-site which 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. Following this discussion, the business of podcasting, and its potential for student engagement will be discussed.

Presenter: Frank Butler (The University of Tennessee at Chattanooga) and Paul Harvey (University of New Hampshire)

Track 9: PDI Professional Development Institute

Using Common Language Effect Size Indices to Interpret and Communicate Research Results

10:30 AM - 11:45 AM

La Reina

Title: Using Common Language Effect Size Indices to Interpret and Communicate Research Results

Authors: **Dina Krasikova**¹, Huy Le²

¹*The University of Texas at San Antonio, San Antonio, TX*, ²*University of Texas at San Antonio, San Antonio, TX*

To better understand and more effectively communicate research results, organizational scholars are encouraged to go above and beyond statistical significance testing and interpret research findings in terms of their practical significance, paying attention to the size of the effects and their implications in practice. Common Language Effect Size (CLES) indices is a tool that can be used to enhance the interpretability and communicability of research results. This Professional Development Institute will provide a tutorial on how to use CLES indices to interpret research results across a range of analytical scenarios that are commonly encountered in organizational research – mean comparisons, bivariate associations, multiple regression models, regressions with higher-order terms, and multilevel models. For each CLES index we discuss in this PDI, we will demonstrate how it should be computed and interpreted, and illustrate its use with real or simulated data and examples of relevance to organizational scholars.

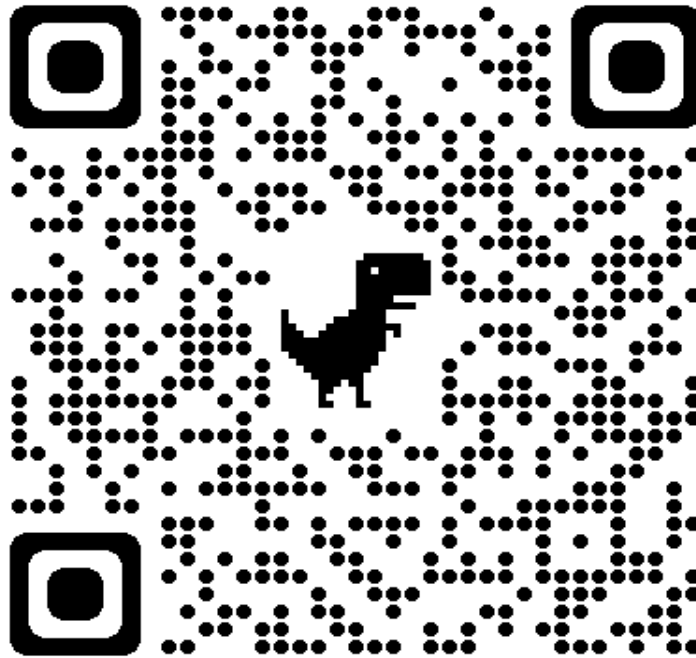
SMA GIVES BACK

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, “THRU Project,” a highly ranked nonprofit that serves individuals in the San Antonio area. THRU Project aims to bridge the gap between foster care and adulthood for youth who age out of the foster care system. Exiting foster care alone at age 18 can be overwhelming. The statistics show increased rates of homelessness, unplanned pregnancy, and incarceration amongst foster alumni. THRU Project provides youth with a history of foster care, ages 14 to 25, with caring mentorship, rent-free housing (including dorms in Texas public universities), mental health support, life skills workshops, bus passes, and cell phones.

Help us help this worthy initiative!

Our hope is that all members will make a monetary contribution to this remarkable organization. However, we are offering a new way to give back this year. For each drink ticket you “give back” in the donation box located at the member solutions desk, SMA will add \$5 to the donation total. So please consider this additional option to help fund THRU Project as they engage in such important work.

<https://smgmt.org/donations/>
or utilize the
QR Code below



Call for Papers

2025 Meeting of the Southern Management Association



Hyatt Regency Greenville, Greenville, SC
October 21- October 25, 2025
#SMA2025GSP

Program Chair: Paul Johnson, University of Mississippi
(pdjohnso@olemiss.edu)

The Southern Management Association invites submissions for its 2025 Annual Meeting. All submissions will be reviewed based on potential theoretical, empirical, and/or methodological contributions. 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.

Program Highlights

- Eight tracks of research
- Creative Acts for Curious Researchers*
- Innovative Teaching sessions**
- Professional Development Institute workshops ***
- Acting on Our Values sessions (<https://smgmt.org/acting-on-our-values/>)
- Five different consortia for Professional Development, including doctoral students, faculty, and administration
- Opportunities to network with colleagues and friends

SUBMISSION AREAS AND TRACK CHAIRS

<p>Track 1 Strategic Management Track 1 seeks to understand and predict when and why some firms perform better than others by covering strategic decision-making processes, their antecedents/context, and their consequences.</p> <p><i>Co-Chairs:</i> Curtis Sproul, Georgia Southern University csproul@georgiasouthern.edu Steve Stewart, Furman University steven.stewart1@furman.edu</p>	<p>Track 5 Innovative Teaching and Research Methods Track 5 advances management scholarship and education through methodological innovation and pedagogical excellence. Topics include developing, refining, or critically evaluating qualitative and quantitative research methodologies and introducing innovative teaching approaches that demonstrably improve student learning outcomes in management education. We welcome any such works that push the boundaries of how we conduct research and educate future management professionals.</p> <p><i>Chair:</i> Andrew Hanna, University of Nebraska, Lincoln ahanna3@unl.edu</p>
<p>Track 2 Entrepreneurship and Innovation Track 2 explores the purposeful activity of the innovation process and the initiation, development, and maintenance of an enterprise, including new ventures, family businesses, economic development, and the entrepreneur.</p> <p><i>Chair:</i> Leon Faifman, University of Tampa lfafman@ut.edu</p>	<p>Track 6 Social Issues, Inclusivity, and Ethics Track 6 explores diverse perspectives, ethical systems and the roles of organizations. This track includes diversity, inclusivity, equity, and justice. It emphasizes the importance of responsible behavior by organizations, their employees and workgroups. Additionally, it examines processes of social change, and the relationship between organizations and the natural environment.</p> <p><i>Chair:</i> Sharon Segrest, University of South Florida ssegrest@usf.edu</p>
<p>Track 3 Human Resources, Careers, and Development Track 3 aims to understand, identify, and improve the effectiveness of HRM, including different HR practices, to facilitate organizational performance and competitiveness, encourage individual growth and development, and enhance individual performance, work-related attitudes, and well-being.</p> <p><i>Chair:</i> Pingshu Li, University of Texas Rio Grande Valley pingshu.li@utrgv.edu</p>	<p>Track 7 Organization Theory and Special Interest Areas Track 7 builds and tests theory about organizations, their members, organization-environment relationships, as well as specific management topic areas, such as hospitality, healthcare, public administration, nonprofit, international management, and management history.</p> <p><i>Chair:</i> Jay O'Toole, Old Dominion University jotoole@odu.edu</p>
<p>Track 4 Organizational Behavior Track 4 endeavors to understand individuals and groups within an organizational context, with a focus on attributes, processes, behaviors, and outcomes within and between individual, interpersonal, group, network, and organizational levels of analysis.</p> <p><i>Co-Chairs:</i> Anna Lennard, Oklahoma State University anna.lennard@okstate.edu Melissa Chamberlin, Iowa State University mc6@iastate.edu</p>	<p>Track 8 Professional Development Institute Submissions to Track 8 promote the holistic Professional and Personal development of SMA members through engaging and informative sessions beyond the usual boundaries of a traditional academic session. These sessions can use a longer format, unusual activities, or different structures than normal paper sessions. See below for details.</p> <p><i>Chair:</i> James Vardaman, University of Memphis James.V@memphis.edu</p>

SUBMISSION GUIDELINES

- All submissions must be made online no later than April 28, 2025 at 11:59 pm Eastern Standard Time at: <https://www.xcdsystem.com/sma/abstract/index.cfm?ID=9m0SfcX>.
- Only **complete** papers 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://tinyurl.com/smaethics>.
- 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 previously presented or scheduled for presentation at another conference, currently under review at a conference or journal, or published or accepted for publication are not eligible for submission. Submitted papers may be submitted to a journal (but not a conference) after the SMA submission deadline. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper is accepted, at least one author (and every author for panel discussions) 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 1, 2025, the paper will be removed from the program.
- The maximum length of paper submissions is **30 pages of text, exclusive of 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. **Papers that exceed 30 pages of text will be returned without review.**
- Paper format is a limited form of "Your Paper, Your Way". Submissions must follow APA, Academy of Management, or Journal of Management formats. Nonconforming submissions will be returned without review. These formats can be found here:
 - *Journal of Management* Style Guide - https://journals.sagepub.com/pb-assets/cmscontent/JOM/JOM_Style_Guide_revised_2017.pdf
 - *Academy of Management* Style Guide - <https://aom.org/research/publishing-with-aom/author-resources/editorial-style-guides>
 - *American Psychological Association* Style Guide - <https://apastyle.apa.org/style-grammar-guidelines>
- Remove the paper title page before saving the document. Paper submissions will be blind reviewed. No author names or other identifying information should appear in the manuscript.
- The entire paper must be in a **single document**. The final document should be saved as an Adobe pdf file for final submission.
- Remove all identifying information from the document.
 - Right click on the final pdf file
 - Go into "Properties," then "Additional metadata,"
 - Delete all author, title and paper metadata information (keyword information can be left in the document).
 - Remember to remove embedded or hidden comments, track changes, color changes, and highlighting unless appropriate and necessary for the submission.

- 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"**: In order to promote equitable participation opportunities for all SMA members, we have implemented limits on number of submissions. For Tracks 1-7, each individual is limited to three (3) submissions as an author or presenter. An additional two (2) submissions are allowed for Track 8, including SMA Professional Development Institute, personal development, and local engagement sessions. This rule applies to all submissions at the submission deadline.

To summarize, when the "Rule of Three plus Two" is applied at the submission deadline, authors are allowed to be on up to three papers in the first seven paper tracks and be on up to two additional proposals where they are a panelist or presenter for Track 8 sessions, for a total of five sessions maximum.

- Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in tracks 1-7. There will also 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.

Special Session Information

*Creative Acts for Curious Researchers: Metaphor in Research

In the business world, 800-pound gorillas run with the big dogs, swim with the sharks, and occasionally find themselves up to their neck in alligators. And if they are not crazy like a fox, they can get caught like a deer in the headlights. - Richard Conniff, author, *The Ape in the Corner Office*

Metaphor is used to bridge cognitive gaps that we may not even know exist. German chemist Friedrich Kekulé reportedly discovered the chemical structure of the benzene ring when he dreamt of a snake biting its own tail. At SMA 2025, we're going to attempt to use visual metaphor as a tool for management research. This tool can be found in *Creative Acts for Curious People* by Sarah Stein Greenberg. We cannot give special preference to research that uses this tool, but papers accepted to the meeting that do use it will be placed in a special session that focuses on the use of metaphor to push research in novel directions.

Prompt:

To begin, think about a piece of research you're currently working on. It could be a full model or just a construct of interest. What are its important parts? Now look at the photo on the title page of this call which depicts Falls Park in Greenville, SC (you can find a larger version here: <https://tinyurl.com/3ptbm6dr>). This park is very close to the meeting venue. You will be seeing a great deal of it next year. Identify its different parts. The river and how it flows around boulders. The bridge and the people on it. There are dozens of points of interest in this photo that you could name. Now try to connect your research with the photo. Is there something about the turbulence of the river caused by gravity acting to pull it through the river rock? Maybe how organizations compete in a rough economic time. Or maybe it is conflict between people caused by structural features of the organization. What can you see that you couldn't see before? Can you research that? What new thoughts spring to your mind?

**Innovative Teaching (Track 5) -

SMA continues to be committed to advancing innovation and excellence in management

education. As such, this track showcases cutting-edge pedagogical approaches and curricular innovations. Submissions particularly aimed at innovations in management education should detail a novel teaching technique or curricular innovation and propose an engaging presentation format for a 20-25 minute session to demonstrate the effectiveness and applicability of the innovation.

Submission Guidelines:

Track 5 teaching proposals have a 2,000-word limit, which excludes the abstract, figures, tables, references, and appendices. The proposal should clearly articulate the innovation, its implementation, and its impact on student learning outcomes. Other than the word limit, all Track 5 teaching proposals are subject to the same originality and formatting requirements as all other submissions. Evaluation criteria includes innovation and originality of the proposal, potential for broad application across institutions and programs, evidence of effectiveness or proposed evaluation methods, and the level engagement of proposed presentation format.

Although Track 5 welcomes all relevant submissions from educators at all career stages and institutions, we seek submissions with particular emphasis on the following two sub-themes:

1. Teaching Innovations to Enhance Critical Thinking. Critical thinking is a fundamental skill for students, enabling them to analyze information, evaluate evidence, and make reasoned decisions in an increasingly complex world. Traditional teaching methods often fall short in developing these skills, necessitating innovative approaches that engage students more deeply in the learning process. Proposals should demonstrate effective ways to cultivate critical thinking in diverse educational settings. Topics could include how digital tools and online platforms can be leveraged to create interactive and critical thinking-centered learning environments, novel ways to assess critical thinking in students, and integrating critical thinking into curricula across various subjects
2. Teaching Innovations to Promote Innovation and Experimentation. Innovation is the driving force behind progress and competitiveness in today's world. Yet, traditional educational models often emphasize standardized knowledge and rote learning, which can limit students' ability to think creatively and innovate. Proposals should demonstrate how educators can effectively teach and inspire innovation in their students, preparing them to become leaders and problem-solvers in their respective fields. Topics could include teaching strategies that foster innovative thinking, such as inquiry-based learning, experiential learning, and design thinking, the use of digital tools, such as AI and LLMs, to create environments that encourage experimentation and innovative problem solving, and case studies of effective innovation teaching practices.

*****Professional Development Institute (Track 8)**

The **Professional Development Institute** is a track specifically for the Professional and Personal development of SMA members. We appreciate that being an effective academic is more than teaching and research. Humans require growth, fulfillment, and a sense of purpose for their general well-being. In order to support this, SMA has instituted a framework for sessions that support a holistic approach to individual growth. Track 8 is a semi-competitive track coordinated by the Incoming Program Chair. Some sessions that are included annually are:

- Faculty Consortium
- Administrator Workshop

- Innovative Teaching Consortium
- CARMA Sessions
- Volunteering with SMA
- Meet the Editors
- Academic Trivia
- Improv at SMA
- Local Engagement Opportunities

However, we are interested in other sessions that fit with the vision of supporting the development of our member's work and life satisfaction. For example, sessions that discuss the dynamics of different stages and forms of an academic career, writing workshops, activity based or sporting events, and sessions that support physical, mental, and emotional health.

Some possible formats of sessions include:

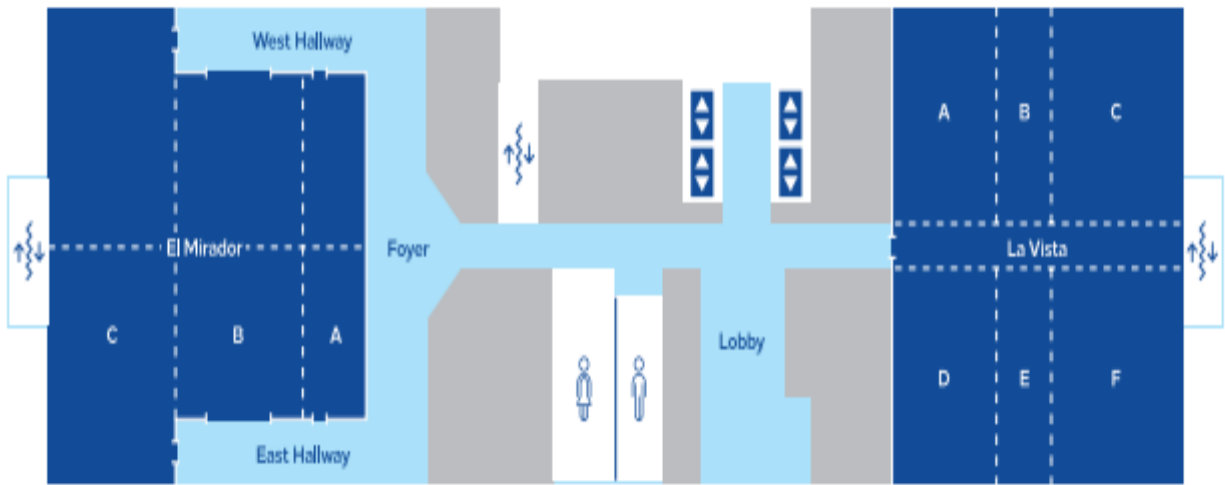
- A *Professional Development Institute (PDI)* session is typically an expert session of relatively broad interest to the SMA membership. Examples of past sessions include research methodology workshops and panels, panels on transitioning into academic administration, and developmental offerings by the 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.
- A *Personal Development* session is a session of broad interest to the SMA membership which is oriented toward topics that are non-academic in scope. Examples of past sessions include yoga, networking events (e.g., Academic Trivia), a 5k run, and Improv.
- Professional Development Institute sessions are NOT blind reviewed and will be judged on overall quality, innovativeness, relevance and interest to SMA members, and potential contributions to the SMA membership and program.
- If a session is accepted, all participants must register and present their portion of the session at the conference.
- A Professional Development Institute 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 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 session would be of interest to the SMA membership and how it works to develop SMA members in some way. What growth do you expect to see from the people who attend your session?
 - A list of any form of equipment, room set up, or special requirements (e.g., waivers) for the session.

- Nonconforming submissions will be returned without review. Preference is given to topics not discussed in the prior year's annual meeting.

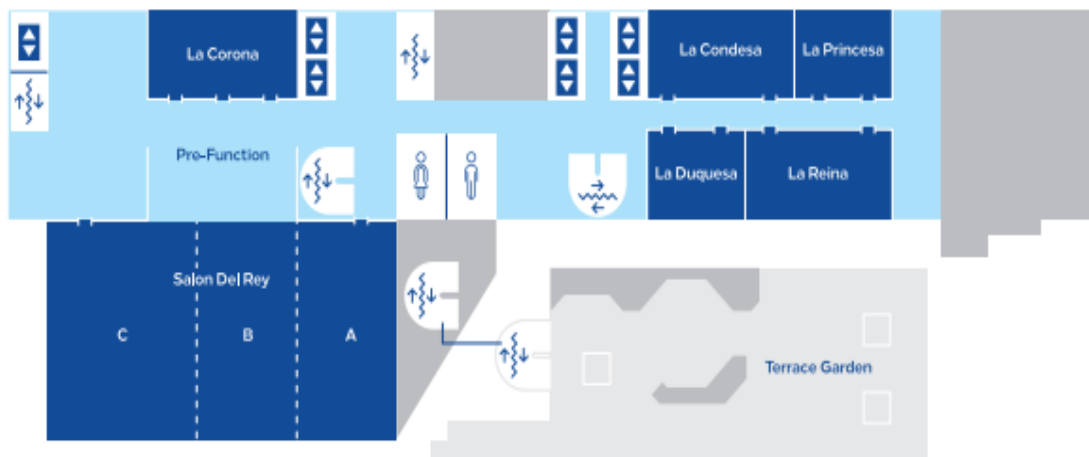
FLOOR MAP KEY

- Meeting/Conference Rooms
- Amenities
- Public Space
- Private
- Outdoor Space

Conference Level



Mezzanine Level



The Stetson

