



**2025 Meeting of the Southern Management Association
Greenville, SC
October 22 - October 25, 2025**

**#SMA2025GSP
Program also available on WHOVA and at
<https://smgmt.org/annual-meeting/>**

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Southern Management Association**



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Welcome to SMA 2025 in Greenville!

Welcome to Greenville and to the 2025 SMA Meeting! Our host city of Greenville, South Carolina is one of the fastest-growing and most vibrant cities in the Southeast. Nestled in the foothills of the Blue Ridge Mountains, Greenville blends a charming downtown with a thriving arts, culture, and culinary scene. From the iconic Liberty Bridge overlooking Falls Park on the Reedy to the Peace Center for the Performing Arts, there is no shortage of memorable sights and experiences. The Hyatt Regency Greenville places you steps away from Main Street, lined with award-winning restaurants, shops, and entertainment venues. We hope you'll take time during your stay to enjoy the many great experiences Greenville has to offer.

The Program Committee has been working all year 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, 144 papers presented in a traditional format, 45 papers in roundtable sessions, and 33 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 Thursday afternoon. 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 Line

Dancing 101. Wednesday morning's Southern Golf Scramble isn't just about the fairways—it's a live laboratory in strategy, teamwork, and adapting under pressure. Come ready to learn, laugh, and maybe lose a few golf balls along the way. To cap off a hard day's work on Wednesday, Clemson University will host SMA at Greenville ONE (2 W Washington St) as our first ever Host School, so a special thanks to our Tiger friends. This location is an easy two block walk from the hotel in a lovely space. Following this and across the street from the reception, the Alchemy Comedy Theater (1 E Coffee St) has opened its doors to our fifth annual Improv comedy session. We'll have professional comedians there to keep the laughs flowing. There is limited space at Alchemy though, so be early if you want a seat! On Friday, you can go behind the scenes at the Greenville Drive to explore the business of minor league baseball—from ticketing and marketing to game-day logistics and community outreach. Meet the front office team, tour key facilities, and see firsthand how America's pastime thrives at the local level. The bus leaves the hotel at 2:45pm (and keep running until after the SMA Rally Friday evening). Immediately after that, we'll have our 50th Birthday Celebration for Journal of Management at Fluor Field. Lastly, on Saturday, members can experience the thrill of Flying Rabbit Adventure Ziplining as they soar through treetop canopies and across forest valleys. With expert guides, multiple ziplines, and a breathtaking final 'mega zip,' this adrenaline-filled journey is one you won't forget.

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 Greenville. 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 2026 in St. Pete Beach, Florida.

Respectfully,

Paul Johnson
SMA Vice President
2025 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 "Southern Bistro" in the Prefunction area near the Registration Desk to connect with other members, visit with exhibitors, and enjoy snacks/coffee during scheduled breaks.

Our Registration and Solutions Desk is located right around the corner from the Front Desk of the Hyatt. Registration times are listed below and in Whova. 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 (10/21)

- | | |
|--------------------|---|
| 10:30 AM – 1:00 PM | SMA Bag-a-Palooza (Conference Setup – Invitation Only), <i>Crepe Myrtle</i> |
| 5:00 – 7:15 PM | Conference Registration and Solutions Desk, <i>Registration Desk</i> |
| 7:00 – 8:30 PM | Early Arrival Reception, <i>Studio 220 A&B</i> |
| 8:30 – 9:30 PM | Late Night SMA: Line Dancing 101, <i>Studio 220 C</i> |

Wednesday (10/22)

- | | |
|-------------------|---|
| 8:00 – 9:00 AM | Conference Registration and Solutions Desk, <i>Registration Desk</i> |
| 8:30 AM – 4:30 PM | Early-Stage Doctoral Consortium, <i>Regency A&B</i> |
| 8:30 AM – 4:30 PM | Late-Stage Doctoral Consortium, <i>Regency C</i> |
| 8:30 AM – 4:30 PM | Pre-Doctoral Consortium, <i>Think Tank</i> |
| 10:00 – 10:30 AM | SMA Coffee Break, <i>Prefunction Area</i> |
| 1:00 – 4:30 PM | CARMA@SMA: Generative AI and Fine-Tuning Large Language Models, <i>Studio 220 A</i> |
| 1:00 – 4:30 PM | CARMA@SMA: More Than You Ever Wanted to Know About Multicollinearity, <i>Teal</i> |
| 12:00 – 5:30 PM | Conference Registration and Solutions Desk, |

Registration Desk

1:00 – 4:30 PM	Administrator Consortium, <i>Regency G</i>
1:00 – 4:30 PM	Faculty Consortium, <i>Regency F</i>
2:30 – 3:00 PM	SMA Networking Break, <i>Prefunction Area</i>
5:30 – 6:30 PM	SMA Awards Celebration, <i>Greenville One - Offsite at 2 W Washington St</i>
6:30 – 8:30 PM	Welcome Reception hosted by Clemson University, <i>Greenville One – Offsite 2 W Washington St</i>
9:00 – 10:30 PM	SMA Late Night: Improv, <i>Alchemy Comedy Theater, 1 East Coffee Street</i>
8:00 – 9:00 AM	Conference Registration and Solutions Desk, <i>Registration Desk</i>

Thursday (10/23)

8:00 – 9:00 AM	Southern Bistro, <i>Prefunction Area</i>
8:00AM – 5:00PM	Conference Registration and Solutions Desk, <i>Registration Desk</i>
9:00 – 10:15 AM	Cultivating Courage: Teaching and Research on Diversity, Equity, and Inclusion amidst DEI Backlash (SMA Acting on Our Values Session), <i>Regency D&E</i>
10:30 – 11:45AM	Best Paper in Track 2: Beyond the stigma: Entrepreneurs' mental illness disclosures in microfinance crowdfunding campaigns, <i>Studio 220 B&C</i>
10:30 – 11:45AM	Best Paper in Track 7: From Social Approvals to Performance: How Celebrity Influences Stakeholder Evaluations and Performance of IPO Firms, <i>Regency A&B</i>
10:30 – 11:45AM	Best Paper in Track 6: Challenge or Hindrance? The Moderating Role of Diversity Self-Efficacy in Responses to Ambient Discrimination, <i>Regency G</i>
10:30 – 11:45AM	Best Paper in Track 5: On the Potential Misuse of Polynomial Regression and Response Surface Analysis in Management Research, <i>Dogwood</i>
12:00 – 1:15 PM	AOM Journal Editors Panel: Publishing in AMA, AMC, AMD, AMLE, AMJ, and AMR, <i>Regency A&B</i>
12:00 – 1:15 PM	Best Practices for Rigorous, Credible, and Impactful Research, <i>Regency C</i>
12:00 – 1:15 PM	Bootstraps and Barrels: The Business of Surviving Through Moonshine (SMA Acting on Our Values)

	Session), <i>Studio 220 B&C</i>
12:00 – 1:15 PM	Non-W.E.I.R.D. Science (SMA Acting on Our Values Focused Paper Session), <i>Regency D&E</i>
1:30 – 2:45 PM	Sticky Floors, Glass Ceilings and a Burning House: Staying Calm and Focused during the Storm (SMA Acting on Our Values Session), <i>Regency C</i>
1:30 – 2:45 PM	Teaching on Your Toes: Using Improv to Energize Your Classroom, <i>Studio 220 A</i>
1:30 – 2:45 PM	Best Paper in Track 1: Beyond individual leadership: The impact of joint CEO involvement on merger & acquisition success, <i>Magnolia</i>
2:30 – 3:00 PM	
3:00 – 4:15 PM	Best Paper in Track 4: (Re)Examining Shared Leadership Dynamics In Self-Managed Teams: Task And Relational Shared Leadership, <i>Regency D&E</i>
3:00 – 4:15 PM	Publishing in Journal of Management: Writing Theory, <i>Regency C</i>
5:30 – 6:30 PM	SMA Networking Break, <i>Prefunction Area</i>
6:30 – 8:45 PM	SMA Presidential & Hunt SOSA Award Reception, <i>Regency D&E</i>
8:45 – 10:30 PM	SMA Late Night: An Academic Trivia Challenge, <i>Regency A&B</i>

Friday (10/24)

8:00 AM – 9:00 AM	Southern Bistro, <i>Prefunction Area</i>
8:00 AM – 4:00 PM	Conference Registration and Solutions Desk, <i>Registration Desk</i>
10:30 – 11:45 AM	Meet the Editors of the SMA Journals, Journal of Management and Journal of Management Scientific Reports, <i>Studio 220 A</i>
11:00AM – 12:00PM	Best Paper in Track 3: Modeling Workforce Performance: A Simulation Study of Forced Rankings under Normal and Power Law Distributions, <i>Magnolia</i>
2:00 – 2:30 PM	SMA Networking Break, <i>Prefunction Area</i>
4:00 – 5:00 PM	Warm-Up Happy Hour, <i>Fluor Field (Busses leave every 15min from the hotel lobby at 3:45p)</i>
5:00 – 6:00 PM	JOM 50 th Birthday Celebration, <i>Fluor Field</i>
6:00 – 11:00 PM	2025 SMA Rally, <i>New Realm Brewing (Last bus leaves for the hotel at 9:15p)</i>

Saturday (10/25)

8:30 AM – 9:00 AM	Southern Bistro, <i>Prefunction Area</i>
10:30 – 11:45 AM	A Live Podcast with Frank and Paul, <i>Regency C</i>
4:30 PM	Conference Officially Ends

Note: The 2025 Acting on Our Values (AOV) theme is poverty and its mitigation through education. 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



DRAFT



SMA Mission Statement

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

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

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

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Active Fellows

David Allen, Texas Christian University
Neal Ashkanasy, University of Queensland
M. Ronald (Mike) Buckley, University of Oklahoma
Melissa Cardon, University of Tennessee
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, Louisiana State University
Angelo DeNisi, Tulane University
William L. Gardner, Texas Tech University
Mark B. Gavin, West Virginia University
Lucy Gilson, University of Connecticut
Janaki Gooty, University of North Carolina-Charlotte
Aaron Hill, University of Florida
Wayne Hochwarter, Florida State University
Dave Ketchen, Auburn University
Don Kluemper, Texas Tech University
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Bruce Lamont, Florida State University
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Kevin Lowe, University of Sydney
Chuck Pierce, Oakland University
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Terri A. Scandura, University of Miami
Chris Shook, University of Alabama - Birmingham
Jeremy C. Short, University of North Texas
Sherry Sullivan, Bowling Green State University
Bennett Tepper, Ohio State University
James Vardaman, University of Memphis
Larry Williams, Texas Tech University
Margaret Williams, Texas Tech University
Dave Woehr, University of North Carolina-Charlotte
Shaker A. Zahra, University of Minnesota

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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
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

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

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*

2025	Hettie Richardson	Texas Christian University
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*

2025	Andrew Hanna	University of Nebraska
2024	Andrew Bennett	Old Dominion University
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*

Rachel Frieder	University of North Florida	(2024-2025)
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)
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Daniel A. Wren	University of Oklahoma	(1973-1974)
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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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BEST OVERALL CONFERENCE PAPER

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On the Potential Misuse of Polynomial Regression and Response Surface Analysis in Management Research

Yongheng (Angus) Yao (Wilfrid Laurier University)

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Navigating Food Autonomy: An Inductive Study of Resource Loss Across Work and Home

Brent Reed (University of North Carolina at Charlotte), Alyssa McGonagle (University of North Carolina at Charlotte)

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Beyond individual leadership: The impact of joint CEO involvement on merger & acquisition success

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Beyond the stigma: Entrepreneurs' mental illness disclosures in microfinance crowdfunding campaigns

Jeffrey Chandler (University of North Texas), Vitaliy Skorodziyevskiy (University of Louisville), Pyayt Oo (University of Texas at Arlington)

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Modeling Workforce Performance: A Simulation Study of Forced Rankings under Normal and Power Law Distributions

Jamie Wieland (Illinois State University), Heidi Baumann (Illinois State University)

TRACK 4: ORGANIZATIONAL BEHAVIOR

Sponsored by Department of Management at Florida State University

(Re)Examining Shared Leadership Dynamics in Self-Managed Teams: Task and Relational Shared Leadership

Natalia Lorinkova (Penn State University), Radostina Purvanova (Drake University)

TRACK 5: INNOVATIVE TEACHING AND RESEARCH METHODS

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On the Potential Misuse of Polynomial Regression and Response Surface Analysis in Management Research

Yongheng (Angus) Yao (Wilfrid Laurier University)

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Sponsored by Florida Gulf Coast University

Challenge or Hindrance? The Moderating Role of Diversity Self-Efficacy in Responses to Ambient Discrimination

Jerry Liu (University of Tampa), Lawrence Houston (University of Houston), Hannah Park (Rutgers University), Alondrea Hubbard (Rutgers University)

TRACK 7: ORGANIZATION THEORY AND SPECIAL INTEREST AREAS

Sponsored by University of South Alabama

Social Approvals to Performance: How Celebrity Influences Stakeholder Evaluations and Performance of IPO Firms

Tan Kim (The University of Tennessee, Knoxville)

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Reputations In Red And Blue: How Firm Political Positioning Shapes Analyst Forecasts And Downsizing Decisions Under Performance Decline

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Entrepreneurial Self-Efficacy: A Necessary Condition for Venture Success?

Jenna-Lyn Roman (Kennesaw State University), LaFrance Ballard (Kennesaw State University), Katherine Morgan (Kennesaw State University), Steven Phelan (Kennesaw State University)

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Navigating Food Autonomy: An Inductive Study of Resource Loss Across Work and Home

Brent Reed (University of North Carolina at Charlotte), Alyssa McGonagle (University of North Carolina at Charlotte)

TRACK 4: ORGANIZATIONAL BEHAVIOR

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Aligned Perceptions, Misaligned Morals: How Leader-Team Agreement on LMX Quality Promotes Unethical Pro-Organizational Behavior (UPB)

Ji Hoon Lee (Southern Illinois University), Ye Dai (Southern Illinois University, Carbondale), Jeeyoon Jeong (Nagoya University of Commerce and Business), Steven Karau (Southern Illinois University Carbondale), Sungyeop Kim (University at Albany, State University of New York)

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Beyond Expectations: The Impact of Perceived Bias on Freelancers' Impression Management and Performance Outcomes

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- School of Business at College of Charleston
- SMA Fellows

Program for the 2025 Meeting of the Southern Management Association

Tuesday, October 21

SMA Bag-a-palooza

10:30 AM - 1:00 PM
Crepe Myrtle

Conference Registration and Solutions Desk

5:00 PM - 7:30 PM
Registration Desk
Registration Desk sponsored by the University at Buffalo

Pre-Doctoral Meeting Orientation

5:30 PM - 6:00 PM
Think Tank
sponsored by the University of Texas at San Antonio

Early Arrival Reception

7:00 PM - 8:30 PM
Studio 220 A&B

Late Night SMA: Line Dancing 101

sponsored by The SMA Fellows

8:30 PM - 9:30 PM
Studio 220 C

Wednesday, October 22

Southern Golf Scramble

7:00 AM - 12:30 PM
The Preserve at Verdae

Come join your colleagues for our Annual SMA Golf Scramble at The Preserve at Verdae. 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, 2025. Consortia participants cannot participate in the scramble.
Cost: \$85

Consortia and SMA Board Member Breakfast – Invitation Only

7:30 AM - 8:30 AM
Regency D&E

Pre-doctoral Consortium Breakfast - Invitation Only

7:30 AM - 8:30 AM
Studio 220 B&C

Sponsored by Texas A&M University

Conference Registration and Solutions Desk

8:00 AM - 9:00 AM
Registration Desk

Registration Desk sponsored by the University at Buffalo

Early-Stage Doctoral Consortium - Pre-registration Required

8:30 AM - 4:30 PM

Regency A & B

Sponsored by the University of Southern Mississippi

Late-Stage Doctoral Consortium - Pre-registration Required

8:30 AM - 4:30 PM

Regency C

Sponsored by the University of Oklahoma and Towson University

Pre-Doctoral Consortium - Pre-registration Required

8:30 AM - 4:30 PM

Think Tank

Sponsored by the University of North Texas

Executive Team Meeting – Invitation Only

9:00 AM - 10:00 AM

Boardroom

SMA Snack Break

10:00 AM - 10:30 AM

Prefunction Area

New SMA Board Meeting - Invitation Only

10:15 AM - 11:45 AM

Boardroom

Consortia and Board Member Lunch – Invitation Only

12:00 PM - 1:00 PM

Regency D&E

Sponsored by Auburn University

SMA Quiet Space

12:00 PM - 4:00 PM

Boardroom

Taking the lead from AOM this year, SMA is instituting a Quiet Space for people who need a calm space to reset and recharge. This room is free from bright lights, loud sounds, and the bustle of a busy conference. If you need a minute of restoration, stop by and take advantage of comfortable seating and a calm environment. All attendees are welcome to use this space as needed—no explanation required. Please help maintain a peaceful atmosphere by keeping voices low, silencing devices, and avoiding strong scents or disruptive behavior.

Conference Registration and Solutions Desk

12:00 PM - 5:30 PM

Registration Desk

Registration Desk sponsored by the University at Buffalo

Administrator Consortium - Pre-registration Required

1:00 PM - 4:30 PM

Regency G

As SMA hopes to learn how to better support faculty administrators, this consortium will feature a speaker panel and the opportunity for engagement with other administrative leaders. Sponsored by Florida State University

Faculty Consortium - Pre-registration Required

1:00 PM - 4:30 PM

Regency F

Tenure is a significant career milestone that faculty members spend years building towards. The award of tenure is typically associated with feelings of excitement, accomplishment,

and even relief. At the same time, the award of tenure represents a transition to a new career stage. Despite the accomplishment and positive feelings surrounding tenure, faculty members often feel overwhelmed defining their identity post-tenure. In this year's faculty consortium, we will focus on ways faculty members can craft their career identities following the award of tenure. Sponsored by Florida Gulf Coast University

Generative AI and Fine-Tuning Large Language Models

1:00 PM - 4:30 PM

Studio 220 A

Professional Development Institute

This session explores the potential applications of generative AI in strategy and management research, with a particular focus on large language models (LLMs). It offers a concise overview of how LLMs function and distinguishes between key approaches to leveraging their generative capabilities—such as prompt engineering and fine-tuning—for research purposes. Participants will learn how these methods can support tasks like qualitative coding, measure development from text, and scenario-based exploration. The session emphasizes practical applications, ethical considerations, and methodological rigor. Attendees will leave with a clearer understanding of how generative AI can enhance research design and expand the possibilities for their scholarly work.

Presenter: Joseph Harrison (University of Tennessee)

More Than You Ever Wanted to Know About Multicollinearity

1:00 PM - 4:30 PM

Teal

Professional Development Institute

When studying multiple regression, we typically learn about the concept of multicollinearity, or predictors that are strongly correlated with other predictors. We learn that perfect multicollinearity results in the inability to estimate regression coefficients and high multicollinearity results in unstable estimates, high standard errors, and interpretational difficulty. We may learn that centering or standardizing predictors in polynomial or moderated multiple regression will eliminate nonessential multicollinearity, though this claim is widely misunderstood and can also result in interpretational difficulty. Despite multicollinearity's coverage in graduate statistical education, many students and scholars seem to lack sufficient understanding of the concept. This workshop aims to demystify multicollinearity. The first part of the workshop focuses on essential versus nonessential multicollinearity, directly addressing the effects of centering predictors. The second part

reviews common methods of assessing multicollinearity, introducing a new measure of multicollinearity. The third part covers three methods for addressing multicollinearity, including suggestions on which theoretical and empirical questions can be answered using each method. By the end of this workshop, participants will have a deeper understanding of when and why multicollinearity arises, how to evaluate it, and how to select research-relevant solutions that enhance the empirical and interpretational aspects of multiple regression.

Presenter: Justin DeSimone (University of Alabama)

Outgoing SMA Board Meeting - Invitation Only

1:00 PM - 4:30 PM
Studio 220 B&C

SMA Networking Break

2:30 PM - 3:00 PM
Prefunction Area
Sponsored by College of Charleston

SMA Exhibitors

3:00 PM - 5:30 PM
Prefunction Area

SMA Awards Celebration

5:30 PM - 6:30 PM
Greenville One

Welcome Reception hosted by Clemson University

6:30 PM - 8:30 PM

Greenville One

Sponsored by Clemson University

Late Night SMA: Improv

9:00 PM - 10:30 PM

Alchemy Comedy Theater

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!

Thursday, October 23

Consortia Debrief - Invitation Only

7:30 AM - 8:30 AM

Maple St. Biscuit Company

Southern Bistro

8:00 AM - 9:00 AM

Prefunction Area

SMA Quiet Space

8:00 AM - 4:00 PM

Boardroom

Taking the lead from AOM this year, SMA is instituting a Quiet Space for people who need a calm space to reset and recharge. This room is free from bright lights, loud sounds, and the bustle of a busy conference. If you need a minute of restoration, stop by and take advantage of comfortable seating and a calm environment. All attendees are welcome to use this space as needed—no explanation required. Please help maintain a peaceful atmosphere by keeping voices low, silencing devices, and avoiding strong scents or disruptive behavior.

Pop-Up Meetings

8:00 AM - 4:30 PM

Redbud

Need someplace to meet with colleagues about research? We've reserved this space for you to be able to discuss and concentrate on the work at hand.

Pop-Up Meetings

8:00 AM - 4:30 PM

Gardenia

Need someplace to meet with colleagues about research? We've reserved this space for you to be able to discuss and concentrate on the work at hand.

SMA Exhibitors

8:00 AM - 4:30 PM

Prefunction Area

Conference Registration and Solutions Desk

8:00 AM - 5:00 PM

Registration Desk

Registration Desk sponsored by the University at Buffalo

Cultivating Courage: Teaching and Research on Diversity, Equity, and Inclusion amidst DEI Backlash

9:00 AM - 10:15 AM

Regency D&E

Professional Development Institute

Title: Cultivating Courage: Teaching and Research on Diversity, Equity, and Inclusion amidst DEI Backlash

Authors: Denise Robb (University of South Alabama), **Melissa Carsten** (Appalachian State University), Sarah Rana (University of South Alabama), Robyn Brouer (University of South Alabama), William Obenauer (University

of Maine), Alexis Smith Washington (Oklahoma State University), Darryl Rice (Miami University), Sharon Segrest (USFSP), Vickie Gallagher (Cleveland State University)

Abstract: Anti-DEI legislation broadly impacts academics teaching or doing research in the areas of Organizational Behavior, Human Resource Management, Employment Law and International Management. This PDI brings together experts in the field to discuss (1) the broad spectrum of topics that sit under DEI, (2) Anti- DEI legislation, including executive orders, that influence our academic work, (3) how DEI backlash affects research and teaching, and (4) how anti-DEI legislation affects students on our campuses. Our session will not merely identify the challenges we currently face, but actively work to develop tools and strategies for navigating the academic environment amidst DEI backlash.

Navigate Career in Different Contexts

9:00 AM - 10:15 AM

Regency A & B

Human Resources, Careers, and Development

Facilitator: Heidi Baumann (Illinois State University)

Title: From Expert to Executive: How Domain Expertise Influences Executive Advancement

Authors: Spencer Fraseur (Texas Woman's University), Lee Brown (Texas Woman's University), Christopher Harris (University of Nebraska-Lincoln)

Abstract: In this paper, we examine how domain experts, individuals with deep, specialized expertise in a particular field, transition into broader business leadership roles in their field. We combine two distinctive samples—Major League Baseball (MLB) personnel data from 1966-2023 and top-revenue film industry data from 1977-2023—to examine whether domain expertise obtained in highly specialized, performance-oriented settings (professional athletes, elite actors) predict advancement into broader leadership roles in business operations. Across both settings, we find consistent evidence that domain expertise enhances the likelihood of advancement to executive positions (H1). Furthermore, domain experts attain these high-level roles more swiftly (H2), demonstrating that specialized expertise can accelerate upward mobility. However, we also find that superstars—those who have reached the pinnacle of performance within their domain—face a longer transition time to top executive roles (H3), suggesting that extreme success in an individual's specialization (ex. Being a

star performer) may pose challenges when moving into broader leadership positions. Our study contributes to literature on career mobility, expertise transfer, and executive advancement, highlighting how domain knowledge can provide a platform for broader organizational leadership roles even beyond one's initial field of expertise.

Title: Impacts of career adaptability and perceived stress on military and civilian job satisfaction

Authors: Jennifer Milczewski (University of Texas Rio Grande Valley)

Abstract: American military servicemembers are among the most depressed and suicide-prone professionals. Since job satisfaction contributes to life satisfaction, this study explores how career adaptability and perceived stress impact job satisfaction among Army Reservists compared to their civilian jobs. Using a within-person, quantitative design, 91 Reservists were surveyed on career adaptability, perceived stress, and job satisfaction in both roles. Fifty-eight usable responses were analyzed. Results revealed two main findings: First, career adaptability significantly predicted civilian job satisfaction but had no significant relationship with military job satisfaction, suggesting the need to explore other factors that drive satisfaction in military work. The cultural differences between military and civilian employment may limit the effectiveness of standard HR practices when applied to military personnel. Second, although stress was hypothesized to mediate the relationship between adaptability and job satisfaction, it was not found to have a significant effect in either context. This study contributes to human resource wellbeing research by identifying gaps related to adapting across work cultures, stress, and job satisfaction.

Title: What Have I Done for Me Lately? Exploring How and Why Employees Engage in Competitive Licensing

Authors: Yuting Hou (The University of Southern Mississippi), Alex Scrimshire (University of Southern Mississippi), Savannah Stovall (The University of Southern Mississippi)

Abstract: Although employees with healthy competitiveness can achieve initial success, they may celebrate by slacking off in some form, leading to licensing outcomes (e.g., celebratory slacking and quiet quitting) when they feel like they have earned the license. In this article, we demonstrate how healthy competitiveness leads to initial success, create the construct of competitive licensing, and explain why employees who achieve initial success may feel licensed to celebrate. We also explore how self-discipline determines the degree to which competitive licensing will result from

employee initial success. Additionally, we investigate how self-discipline influences the licensing outcomes employees partake in due to the perception of earning the competitive license.

Digitally Inclined, Strategically Aligned

9:00 AM - 10:15 AM

Studio 220 B&C

Strategic Management

Facilitator: Eugene See (Coastal Carolina University)

Title: A Meta-Analysis on the CEO Regulatory Focus, Strategic Risk Taking, and Firm Performance

Authors: Kwon Hee Han (University of Illinois Urbana Champaign), Sunjin Pak (California State University Bakersfield)

Abstract: Understanding how CEOs' motivational orientations influence strategic decisions and firm performance is a central concern in strategic leadership research. While studies on CEO regulatory focus have gained traction in this domain, findings on how CEOs' promotion and prevention focus affect firm performance remain inconsistent and fragmented. To address this gap, we conduct a meta-analysis of 61 studies involving 54,004 firms and examine three key issues: the mediating role of strategic risk taking, the differential effects of regulatory focus on accounting versus market performance, and the moderating influence of multi-level contextual factors on the relationship between CEO regulatory focus and strategic risk taking. Our results show that CEO promotion focus is positively associated with strategic risk taking, which in turn is positively related to market performance but shows no significant relationship with accounting performance. In contrast, CEO prevention focus demonstrates a negative relationship with strategic risk taking, which is associated with lower market performance and no significant effect on accounting performance. Further analyses show that these relationships are moderated by CEO characteristics (including prevention focus, age, gender, and power) and by industry dynamism. Drawing on regulatory focus theory and upper echelons theory, our study aims to offer a more nuanced and comprehensive understanding of how executives' motivational orientations shape firm-level strategic behavior and outcomes.

Title: Digital goal pursuit: The influence of CEO regulatory focus on firm's digital orientation

Authors: Connor Lubojacky (Sam Houston State University), Bina Ajay (Sam Houston State University)

Abstract: Firms are operating in an increasingly digital world where their orientation towards the pursuit of digital opportunities (i.e., digital orientation) is a key differentiator in achieving competitive advantage. While we have some understanding of the factors affecting digital orientation, work on the CEO's role is limited. Thus, we add to this growing literature by examining the influence of CEO regulatory focus. We argue that CEO promotion focus is positively associated, and prevention focus is negatively associated with digital orientation. We further investigate how regulatory fit with the environment can affect the relationship. We use a dataset of S&P 500 firms from 2010 through 2019 to test our hypotheses and find support for promotion focus' positive impact. However, we find that the impact of prevention focus is contingent on environmental factors, specifically dynamism and complexity. Our study has implications for research on digital orientation and top executive regulatory focus.

Title: The Influence of Electronic Word-of-Mouth on Star-Performing Products in Digital Platform Entrepreneurship

Authors: Kaushik Gala (Iowa State University), Andreas Schwab (Iowa State University), Manjot Bhussar *UNIVERSITY OF TENNESSEE CHATTANOOGA*)

Abstract: Digital platforms increasingly dominate the global economy, offering vast opportunities for entrepreneurs—especially for 'star' products that command disproportionate market shares. Such exceptional outcomes are often driven by the feedback loops integral to digital platforms. One such feedback loop involves electronic word-of-mouth (eWOM), wherein favorable customer ratings, reviews, and recommendations translate into a cumulative advantage for star performers. While prior research has explored the influence of eWOM on average performance, this study investigates the full range of performance, with an explicit focus on star performance. Specifically, we investigate how the impact of eWOM (i.e., rating volume, valence, and variance) varies across the performance distribution by drawing on dual-process theory. Using data from Udemy.com, we find that the influence of eWOM on product performance varies substantively between median and star performers. This study's findings contribute to the literature on star performers, eWOM, and digital platform entrepreneurship.

Leadership Theory and Development

9:00 AM - 10:15 AM
Dogwood
Organizational Behavior

Facilitator: Jeffrey Haynie (Louisiana Tech University)

Title: Bees Will Be Where Honey Is: The Role of Leader Humility and Leader Competence in Follower Behavior

Authors: Darren KB (UNBC), somayeh Bahmannia (University of Canberra), Daan van Knippenberg (Rice University), **Tzu I Chung** (Soochow University), Kevin Lowe (University of Sydney)

Abstract: Leader humility concerns leader behavior centering on acknowledging the limits to the leader's knowledge, skills, and abilities. Even when leader humility concerns leaders acknowledging the limits of their competence, this does not mean that leader humility lowers follower perceptions of leader competence; there can always be limits to leaders' knowledge, skills, and abilities they may acknowledge as well as reasons for the leader not to acknowledge these. Considering that leader humility can vary independently from perceptions of leader competence while leader humility concerns acknowledging the limits to one's competence, it gives rise to the question of whether follower perceptions of leader competence inform follower responses to leader humility. Extending leader humility theory, we propose that with lower (as compared to higher) perceived leader competence, leader humility more strongly motivates followers to take charge, with positive downstream consequences for their job performance and innovative behavior. Results of a time-lagged study in Taiwan support the proposed moderation of perceived leader competence in the influence of leader humility on follower taking charge, as well as the moderated mediation model in which leader humility has a stronger indirect effect (mediated by follower taking charge) on job performance and innovative behavior with lower follower perceptions of leader competence.

Title: Leaders as Translators: The Interactive Effects of Vision Translation and Cynicism Toward Top Management

Authors: Remy Jennings (Florida State University)

Abstract: Visions, idealized images of the future of the organization that reflect organizational values, are crafted by the top management of organizations to serve as aspirational guides for organizational work. The actual implementation of these visions, however, falls to the leaders below the upper echelons (mid- and lower-level leaders), who are expected to

serve as the organizational bridge between top management and frontline employees. These leaders may engage in vision translation, which refers to interpreting what the organizational vision means for the specific work of one's followers. While visions are theorized to be energizing elements of an organization, the enactment of vision translation may not always be a positive experience for leaders. Specifically, integrating theory on organizational visioning with work on organizational cynicism I propose that vision translation may either be depleting or energizing for leaders, dependent on the leader's level of cynicism toward the top management of their organization. In turn, I show that depletion or energy from vision translation matters for leaders' wellbeing (work meaningfulness) and performance (leadership effectiveness ratings by followers) via work goal progress. I develop a scale for vision translation and test my theoretical model in an experience sampling study with matched leader-follower data.

Title: Exploring the moderating role of psychological perspective distancing within thought self-leadership

Authors: Christopher Bryton Neck (University of Nebraska Kearney), Jeffery Houghton (West Virginia University), Christopher Neck (Arizona State University)

Abstract: Self-leadership, or the process through which individuals influence themselves to attain the self-direction and self-motivation necessary to perform in desired ways, has consistently been evidenced to enhance individuals' performance through promoting a variety of positive cognitions and through assuaging threatening mental states (Knotts et al., 2022). The cognitive component of self-leadership, thought self-leadership (TSL) has been found to be particularly impactful, aiding the individual to modify and adapt their dysfunctional thinking to be more constructive and aligned with their goals (Neck & Manz, 1996). Unfortunately, many TSL studies have found only marginal significance for pertinent outcomes such as enhanced self-efficacy and reduced stress (van Raalte et al., 2016). Moreover, recent research has suggested cognitive self-leadership may actually promote the very outcomes it seeks to avoid, such as heightened anxiety and maladaptive coping behaviors (Neck et al., 2025). This may be driven by the self-leadership literature's failure to examine how a foundational element of these cognitive strategies – the perspective (first- versus second/third-person) used during their performance – may alter their effectiveness (Holmes & Mathews, 2010; Kross et al., 2014). This study takes the first steps toward addressing this oversight, examining how the use of distanced TSL (second/third-person self-talk and visualization) more effectively produces desired outcomes. Through utilizing structural equation modeling to perform multi-group comparison analyses, the paper finds across two

independent studies that distanced TSL is more effective in producing desired outcomes, such as decreased stress, enhanced self-efficacy, and greater self-perceived performance, calling for a substantial transformation of self-leadership theory.

Lost in Translation: Evolving Approaches to Utilizing Qualitative Data

9:00 AM - 10:15 AM

Regency C

Innovative Teaching and Research Methods

This session explores innovative methodologies for bridging the gap between qualitative insights and scalable, data-driven analysis. From virtual simulations to applying NLP and GPT-based sentiment analysis, the papers included in this session focus on how researchers can utilize and navigate the complexities of text data. Attendees will gain insights into ensuring methodological rigor, leveraging advanced tools, and preserving the nuance of qualitative data in an era of machine learning and simulated approaches.

Facilitator: Jacob Waddingham (Texas State University)

Title: Methodological Advances in NLP For Organizational Research Through Deep Learning GPT-Based Sentiment Analysis

Authors: Jiaju Yan (Baylor University), Xiaqing He (Baylor University), Rhonda Reger (University of North Texas)

Abstract: We introduce a methodological advancement in measuring and analyzing language in organizational and entrepreneurship research through a novel GPT-based sentiment analysis approach. This study responds to growing calls for more sophisticated tools to analyze language by demonstrating how machine learning can enhance our ability to capture and measure nuanced linguistic patterns. Using media coverage of entrepreneurial ecosystems as an empirical context, we showcase how this methodological innovation overcomes key limitations of traditional rule-based sentiment analysis methods like LIWC and RavenPack. Our approach offers several methodological contributions: 1) enhanced measurement precision through contextual understanding of language (achieving 82% accuracy with cross-validated metrics), 2) quantifiable confidence metrics for sentiment classifications (providing granular probability scores for each classification), 3) improved content relevance detection through advanced natural language processing, and 4) adaptable measurement frameworks for diverse research contexts. We provide a detailed methodological protocol for

implementing GPT-based sentiment analysis. This study advances the methodological toolkit for language analysis in organizational and entrepreneurship research, offering researchers a more sophisticated approach to measuring textual data. As researchers face increasingly complex and data-rich research contexts, this innovation enables more precise measurement of linguistic patterns.

Title: ANALYZING TEXT USING NATURAL LANGUAGE PROCESSING: METHODS, CONSIDERATIONS, AND CONCERNS

Authors: Saeed Fanoodi (University of Mississippi), John Berns (The University of Mississippi)

Abstract: There is an increasing amount of text available for analysis, as well as significant advancements in techniques to extract information from text. This has enabled the analysis of text using natural language processing, which has provided researchers with ample opportunity to extract construct proxies to better understand phenomena of interest. We assess the current state of the field, offering particular focus on more recent tools (e.g., language modeling). We also examine the nuances of various techniques, highlighting considerations of each approach as well as identifying concerns within the field. In doing so, we offer a synthesis of information for reference by researchers to understand and assess the appropriateness of a given technique.

Title: Who Knew That Leadership Was Hard? Lessons from a Virtual Simulation

Authors: Imelda Freddy (university of north texas)

Abstract: Leadership development is a critical organizational priority, yet traditional approaches often overlook the complexities of interpersonal and intrapersonal dynamics essential for effective leadership. This study explores how power dynamics and self-attribute dynamics facilitate leadership development within experiential learning. Using an exploratory approach with business undergraduates participating in a simulation program, we first theorize that power dynamics in feedback giving and receiving, along with the tension in balancing goals, serve as mechanisms for leadership growth. These processes enable students to build and retain power, transitioning from low-power to high-power statuses. Additionally, we argue that self-attribute dynamics within a leader's competence-character entanglement shape students' perceptions and decision-making, sparking the internal conflict necessary for self-growth and leadership advancement. This research contributes to leadership development literature by extending theories on

power dynamics, emphasizing the dual role of feedback, and highlighting self-attribute dynamics arising from the interplay between character and competencies.

Markets and Institutions

9:00 AM - 10:15 AM

Regency G

Entrepreneurship and Innovation

Facilitator: Michael Bailey (University of North Carolina at Greensboro)

Title: A Theory of Institution-Driven Stakeholder Management in Entrepreneurship

Authors: Myeongho Park (Oklahoma State University)

Abstract: This paper investigates who drives stakeholder management in entrepreneurship: the entrepreneur or institutions. Prior research focuses on when and how entrepreneurs engage stakeholders but overlooks the critical question of who controls the process. I introduce a framework distinguishing entrepreneur-driven and institution-driven stakeholder management, highlighting their distinct logics, processes, and outcomes. A multilevel framework reveals how this distinction shapes firm-level flexibility, stakeholder relationships, and ecosystem-wide dynamics. By reframing stakeholder management as a power dynamic between entrepreneurs' stakeholder management practices and institutional effect, this paper advances stakeholder theory in entrepreneurship research.

Title: Extending the Resource-Based View of Social Entrepreneurship: The Role of Artificial Intelligence in Scaling Impact

Authors: Steven Day (North Carolina Central University), Howard Jean-Denis (Morehouse College), Erastus Karanja (North Carolina Central University)

Abstract: This paper extends the Resource-Based View (RBV) of social entrepreneurship by introducing Artificial Intelligence (AI) as a dynamic, integrative capability that enhances the acquisition and optimization of four foundational forms of capital: human, social, political, and financial. While social ventures have long faced constraints in scaling impact due to resource

limitations and institutional barriers, AI technologies—such as predictive analytics, machine learning, and natural language processing—offer new pathways for improving operational efficiency, stakeholder engagement, advocacy strategies, and financial sustainability. Through the development of a conceptual model and a series of theoretical propositions, this study positions AI as a transformative force that not only strengthens individual resource domains but also enables synergistic feedback loops across them. In doing so, the paper contributes to emerging debates on technology adoption in hybrid organizations, scalability in resource-constrained contexts, and the evolution of strategic management theory in the digital age. Practical implications are outlined for social entrepreneurs, policymakers, and funders seeking to responsibly integrate AI into social impact ecosystems, and future research directions are proposed to empirically test the framework across sectors and global settings.

Title: Foreign vs. Domestic Competitive Pressures: Drivers of International Certification in Transition Economies

Authors: Juan Carlos Morales-Solis (The University of Akron)

Abstract: This study examines how competitive pressures from foreign and domestic competitors influence a firm's likelihood to obtain an international certification. We argue that the effects of competitive pressures have differential effects on the firm's efforts to seek an international certification. Specifically, we propose that competitive pressures from foreign competitors encourage firms to seek international quality certification as a strategic legitimacy response. In contrast, competitive pressures from domestic competitors have weakening effects on a firm's adoption of an international certification. We also argue that bribery and crime – two pervasive factors in transition economies – moderate the proposed relationships. We test our hypotheses using the Business Environment and Enterprise Performance Surveys and the World Governance Indicators for 25 Eastern European countries. Our study unpacks the differential effects exerted by distinct types of competitors on certification decisions in transition economy contexts.

Title: Getting paid for breaking barriers: How competitive positions are rewarded in private firm exits

Authors: Andrew Garofolo (Georgia Southern University), Curtis Sproul (Georgia Southern University), Adam Du Pon (Georgia Southern University), Kevin Cox (Florida Atlantic University)

Abstract: This study examines how industry-level competitive conditions influence exit outcomes for privately held firms. Drawing on information

economics, we argue that barriers to entry, threat of substitutes, and market size act as observable signals that reduce buyer uncertainty and mitigate adverse selection in private firm sales. Using a sample of 7,503 U.S. acquisitions between 2013 and 2019, we find that higher barriers to entry and a lower threat of substitutes are associated with higher selling prices and shorter times to sell. Larger market size is positively related to valuation but shows no direct effect on time to sell. Furthermore, industry maturity amplifies the effects of competitive advantages, with firms in mature industries achieving greater premiums and faster transactions. Our findings extend prior research by demonstrating that structural industry features, not just firm-level attributes, shape exit outcomes in contexts of information asymmetry. We offer practical implications for entrepreneurs and M&A advisors, highlighting the importance of emphasizing industry-level strengths to maximize transaction value and speed. Limitations and directions for future research are also discussed.

Meet the Editors: Opportunities in the Scholarship of Teaching and Learning in Management Education

9:00 AM - 10:15 AM

Teal

Professional Development Institute

Title: Meet the Editors: Opportunities in the Scholarship of Teaching and Learning in Management Education

Authors: **Mai Trinh** (The University of Texas Rio Grande Valley), Arran Caza (University of North Carolina at Greensboro), Todd Wiggen (Southwestern Oklahoma State University)

Abstract: This interactive PDI session is designed both as a “Meet the Editors” informational opportunity for attendees to learn about publishing teaching and learning scholarship, and as a developmental incubator for attendees to develop their ideas into future submissions. In the first part of the PDI, members of the editorial teams from three management education journals—the Academy of Management Learning & Education (AMLE), the Journal of Management Education (JME), and Management Teaching Review (MTR)—will describe the different types of contributions in each journal. In the second part, we will have roundtable discussions for attendees to get developmental feedback on their scholarship of teaching and learning work or brainstorm ideas for new projects.

Organization Theory and Special Interest Areas: A Potpourri of Papers

9:00 AM - 10:15 AM

Regency H

Organization Theory and Special Interest Areas

Facilitator: Faezeh Alinaghizadeh (Old Dominion University)

Title: A Generative Artificial Intelligence (Generative AI) Bibliometric Review of Journal of Management History (JMH) from 2006 to 2022

Authors: Sodiq Babatunde (Management Department, University of Cincinnati), Wasiu Ajirowo (Kwara State University, Malete), **Ifeoluwa Tobi Popoola** (Murray State University), Babatunde Abina (Nottingham Trent University), Rajko Novicevic (University of Adriatic, Bar, Montenegro), Kazeem Akinyele (Department of Accounting, College of Business, University of Wisconsin, Oshkosh)

Abstract: The Journal of Management History (JMH) has a significant history of publications in business and management, using clear historical dimensions. Over the years, JMH has published articles on varying topics in these fields, with authors' contributions cutting across the globe. To account for these contributions, we conducted an AI-driven bibliometric analysis of JMH's publications from 2006 to 2022 to unravel patterns in authorship, productivity, geographic influence, and collaboration output. Articles were retrieved using Harzing Publish or Perish, Google Scholar, and Scopus. Further, generative artificial intelligence (AI, ChatGPT 4o) was used to analyze the data following guidelines from leading journals like the Journal of Business Ethics and the Journal of Management Studies. We tested results for validity via thorough manual sampling, with discrepancies resolved through team meetings. We found that North American scholars dominate cross-institutional and international collaborations. Milorad Novićević (28), John Humphreys (17), and Albert Mills (16) are prolific authors with the top publications. However, Jeffery Muldoon (7.92), Milorad Novićević (7.73), and Albert Mills (5.70) lead the adjusted publications (AP) impact metric that reflects JMH Editorial's preference for high-quality, robust research. Unlike prior JMH longitudinal reviews (see Heames & Breland, 2010; Jain & Sullivan, 2015; Hardy et al., 2015; Muldoon et al., 2025; Schwarz, 2015; Steele et al., 2015), ours is the maiden AI-driven bibliometric analysis in the

management and history field. Our findings give the Editorial team insights into planning the journal's future themes and agendas.

Title: Big Data Analytics for Strategic Export and Production Decisions in Multinational Enterprises

Authors: Mehrdad Alikhani (Old Dominion University)

Abstract: Big Data Analytics (BDA) has become essential for Multinational Enterprises (MNEs) in enhancing export and production strategies. The purpose of this study is to examine the role of BDA in optimizing production efficiency, decision-making, and sustainability while emphasizing its integration with the Dynamic Capabilities (DC) framework. The paper examines how BDA empowers MNEs to sense and shape opportunities, seize them through informed decision-making, and maintain competitiveness by reconfiguring tangible and intangible resources. The findings reveal that BDA-driven dynamic capabilities enable MNEs to navigate volatile global markets, fostering strategic adaptability and resilience. Practical implications include advanced managerial approaches to leveraging real-time data processing, predictive analytics, and export strategy optimization, positioning MNEs for sustained competitive advantage in an evolving global landscape.

Title: Crisis and Legitimacy in Franchising: A Multi-Level Perspective

Authors: Anna-Lena Eski (Florida Atlantic University)

Abstract: This paper addresses how ownership structure in franchising systems influences the effectiveness of crisis response strategies in maintaining organizational legitimacy. Despite existing research on crisis management and legitimacy, the unique dynamics of franchising, where accountability is diffused between franchisors and franchisees, remain underexplored. This paper argues that ownership structure (franchisee-owned vs. corporate-owned), timing and consistency moderate the impact of crisis response strategies and timing on legitimacy, offering a theoretical framework to guide franchisors in mitigating legitimacy threats during crises. Based on legitimacy theory, crisis management literature, and franchising research, this theoretical paper develops six propositions. These propositions explore the interplay between ownership structure, accommodative and defensive response strategies, immediate and delayed timing, and crisis spillover effects. The analysis integrates insights from institutional theory and attribution theory to theorize how franchisors can strategically navigate crises. I theorize that (1) franchisee-owned units pose lower legitimacy threats than corporate-owned units during crises, (2) blame-shifting by

franchisees intensifies spillover effects, (3) accommodative strategies are more effective for corporate-owned units, (4) defensive strategies are better suited for franchisee-owned units, (5) immediate responses enhance legitimacy for corporate units, and (6) inconsistent messaging between franchisors and franchisees exacerbates legitimacy loss. This underscores the need for tailored crisis responses aligned with ownership dynamics. This paper advances legitimacy theory by incorporating franchising's multi-level governance structure, a previously overlooked dimension. It provides a novel framework for understanding how decentralized ownership complicates crisis accountability and stakeholder perceptions.

The Dark Side of the Workplace: Advancing Topics & Methods in Mistreatment Research

9:00 AM - 10:15 AM

Studio 220 A

Professional Development Institute

Presenter: Alyssa Bevacqua (Mississippi State University)

Title: The Dark Side of the Workplace: Advancing Topics & Methods in Mistreatment Research

Authors: **Alyssa Bevacqua** (Mississippi State University), Michele Craven (Mississippi State University), David Arena (University of Texas, Arlington), Rebecca Bennett (University of Central Florida), Maria Bracamonte (Mississippi State University), Min Carter (Southern Illinois University, Carbondale), Shanna Daniels (Florida State University), Yingge Li (Indiana University), Jeremy Mackey (Auburn University)

Abstract: Panelists will discuss emerging trends, including digital communication, remote work, and contextual variations (e.g., family firms and healthcare). The session then transitions into methodological insights on conceptualization, measurement, and study design. Through an integrated panel discussion, guided Q&A, and roundtable breakout sessions, attendees will gain practical tools and theoretical clarity for advancing mistreatment research. This session supports SMA members in developing rigorous, context-sensitive approaches to studying negative workplace behaviors that remain pressing, complex, and underexplored.

Workplace Aggression, Bullying, and Deviant Behavior

9:00 AM - 10:15 AM

Magnolia

Organizational Behavior

Facilitator: Brent Reed (University of North Carolina at Charlotte)

Title: Physician Heal Thyself: Physician Bullying, Work Outcomes, and the Role of Psychological Safety

Authors: Sundas Azeem (Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Islamabad), Wayne Hochwarter (Florida State University), Rajiv Amarnani (The University of Western Australia), **Destiny Cole** (Florida State University), Abdul Karim Khan (UAE University, UAE), Mayowa Babalola (The University of Western Australia), Patricia Kenney (Florida State University)

Abstract: Physician bullying is a widespread but insufficiently understood issue that is highly consequential for the provision of healthcare services worldwide. In this study, we explored how physicians' experiences of bullying impact their job satisfaction, work mood, and inclination to leave their current positions, as well as the possible role of psychological safety in mitigating these effects. A time-lagged study of practicing physicians in the Southern United States revealed that the levels of bullying experienced by physicians align with those in other professions. Additionally, we found that psychological safety plays a "safeguarding" role, as elevated levels of bullying did not negatively affect physicians' outcomes when they felt psychologically safe to take interpersonal risks at work. Conversely, doctors with lower psychological safety reported lower job satisfaction and higher levels of work-related depression in high-bullying environments. The study concludes by discussing the scholarly and practical implications of these findings in the healthcare industry and general behavioral science. Notably, these findings help inform efforts to address the global shortage of doctors and initiatives aimed at retaining physicians in critical healthcare roles.

Title: When Empowering Help Backfires Upward: Status Threat and Incivility in Subordinate–Supervisor Relationships

Authors: Shayan Nematgorgani (Louisiana State University), Michael Johnson (Louisiana State University), Charlotte Jacobs (Louisiana State University)

Abstract: This paper challenges this assumption that helping benefits all by examining how supervisor-subordinate relations structure responds to empowering help, where subordinates teach supervisors to resolve problems independently. Integrating social dominance theory with the concept of learning direction, we conducted a between-participants experiment involving a critical-incident recall task (N = 241 supervisors). Our findings indicate that supervisors who received empowering help (vs. non-empowering help) from subordinates perceived greater threats to their hierarchical status, leading to uncivil behaviors toward the helper. Further, this mediated relationship was jointly moderated by supervisors' social dominance orientation (SDO) as well as learning direction. This work indicates the significance of hierarchical context and individual differences in determining whether empowering help facilitates positive relational outcomes or inadvertently provokes conflict, thereby advancing our understanding of the darker implications of helping behavior at the workplace.

Title: Nurses Perspectives on Spirituality as a Coping Mechanism for Workplace Bullying

Authors: Devi Akella (Albany State University)

Abstract: This research paper provides empirical evidence to support the largely theoretical claim that spirituality can be developed into intervention strategies for coping with the pain and suffering nurses experience due to workplace bullying in hospitals. By integrating the appraisal-coping concepts of the transactional theory with the interpretative elements of interpretative phenomenological analysis (IPA), qualitative interviews with nine nurses employed in southwest Georgia in the United States (US), are "made sense of" to explore their lived bullying episodes and the coping strategies they practiced. Empirical evidence suggests that despite the presence of zero-tolerance bullying policies, bullying persists as part of the nursing culture. Nevertheless, nurses coped with bullying-related stress and anxiety by incorporating spiritual values and dimensions. They nurtured inner strength to sustain essential qualities of a nurse, compassion and empathy, through self-care practices at the individual level.

UN-Conference SMA

9:00 AM - 4:00 PM
Regency F

How Leaders are Influenced by and Influence their Organizations and Institutions

10:30 AM - 11:45 AM
Regency A & B
Organization Theory and Special Interest Areas

Facilitator: Mehrdad Alikhani (ODU)

Title: Educational Role of the Organization: A Theoretical Perspective

Authors: Sebastian Cortes Mejia (Pontificia Universidad Javeriana)

Abstract: Recent research in strategic management has increasingly focused on how leaders and their personal characteristics influence organizations. However, less attention has been given to how organizations, in turn, shape the behavior of their top managers. This theoretical paper explores one such mechanism: the top manager's internalization of ethical decision-making schemata promoted by the organization. I argue that through repeated practice of established procedures and expected responses, top managers adopt these schemata, which become cognitively accessible and influence decisions beyond the organizational setting. As a result, these internalized frameworks also shape ethical behavior personal lives. Implications for corporate social responsibility are discussed.

Title: From Social Approvals to Performance: How Celebrity Influences Stakeholder Evaluations and Performance of IPO Firms

Authors: Tan Kim (The University of Tennessee, Knoxville)

Abstract: My research examines how celebrity founder-CEOs influence stakeholder evaluations and operational performance during a startup's initial public offering (IPO). Drawing from celebrity theory and social evaluation research, the study investigates whether founder-CEO celebrity positively affects an IPO's price premiums and operational metrics, and how startup firm celebrity moderates these relationships. The research analyzes 240 founder-CEO-led U.S.-based startup firms that conducted IPOs between 2010-2018, measuring celebrity through media coverage volume and sentiment analysis. The findings reveal that founder-CEO celebrity alone

does not significantly enhance IPO valuations or improve revenue growth. However, post-hoc analyses show that high-profile celebrity (top 5%) negatively impacts profitability as measured by return on assets (ROA). The research also identifies interesting interaction effects, such as increased IPO premiums when top-tier celebrity CEOs lead firms with moderate organizational celebrity. Additionally, firm size appears to influence these dynamics, with founder-CEO celebrity negatively affecting valuations for smaller firms but having no significant impact on larger startups. The study contributes to celebrity research by simultaneously examining founder-CEO and firm-level celebrity effects, revealing their complex interrelationship in the startup IPO context. For practitioners, the findings suggest that founders approaching IPOs should focus on building corporate legitimacy beyond personal fame, while investors should carefully evaluate celebrity signals, particularly for smaller startups in which celebrity may indicate higher risk.

Title: Reconceptualizing Institutional Leadership: Tensions and Identity in Organizational Institutions

Authors: Daniel Davis (University of South Carolina Upstate), Tammy Beck (University of Nebraska-Lincoln)

Abstract: For decades the concept of institutional leadership has generally been neglected by management and organizational scholars – even amidst the expansive and lively proliferation of institutional theorizing overall. Confronting pluralistic institutional demands, leaders routinely interact with internal and external forces as they shape both the legitimacy and integrity of their organization. An overview of the literature reveals that institutional leaders contend with various tensions that emanate from organizational institutions. We develop a framework of institutional tensions inherent to organizational institutions: compositional, temporal, and constitutional tensions and offer examples of each type. Yet, institutional leaders must manage tensions. We elaborate a view of organizational identity through the process of autocatalysis to demonstrate how institutional leaders manage tensions through identity work. Our model offers a path forward, delineating how leaders forge and negotiate collective identities in complex, pluralistic institutional contexts. We encourage future exploration into how organizational leaders manage institutional processes.

Strategic Management Interactive Presentations

10:30 AM - 11:45 AM
Regency D&E
Strategic Management

Facilitator: Kamyar Goudarzi (School of Business, College of Charleston)

Title: Female Director Turnover: The Effects of Attributional Bias and Legitimacy Threat Mitigation Factors

Authors: Guoliang Jiang (Carleton University), Toru Yoshikawa (Waseda University), Asli Colpan (Kyoto University)

Abstract: This study examines whether female directors are less likely to experience turnover than male directors. Because of institutional pressures for greater board gender diversity, we expect that firms are motivated to keep their female directors longer than male directors. We further investigate the impact of low firm performance as a key contingency which may affect female directors' exit from a board. We also explore board- and individual-level factors that may moderate the relationship between female gender and low firm performance on female director turnover. Using the notion of legitimacy buffer, we examine whether the presence of multiple female directors and a higher level of board gender diversity compared to industry peers as well as interlocked firms can present a legitimacy buffer leading to more female director turnover after performance shortfall. Finally, we investigate the moderating effects of female directors' human and social capital, i.e., their board experience and employment in not-for-profit sectors, on their exit. All our hypotheses are supported; female directors are more likely to exit after low firm performance and this likelihood increases when firms have a legitimacy buffer. Yet, female directors' human and social capital can reduce the likelihood of their exit following performance shortfall.

Title: Unlocking the Black Box: Contingent Mechanisms of Value Creation in Family Business Succession

Authors: Megan Harper (Florida Atlantic University)

Abstract: Family businesses, which account for over 70% of global GDP and 60% of global employment (McKinsey, 2021), face critical challenges in leadership succession. While founding entrepreneurs establish strong strategic visions, second-generation successors experience divergent outcomes—some enhance value creation capabilities while others falter significantly. This study investigates the mechanisms inside the "black box" of succession that determine post-succession innovation capabilities and firm performance. By examining three critical contingencies—knowledge transfer

processes, governance structures, and non-market factors—this research identifies what differentiates successful from unsuccessful transitions. The findings provide theoretical insights into family business succession dynamics and practical implications for maintaining value creation capabilities across generations.

Title: Navigating Crisis with Board Dynamics: The Distinct Impacts of Tenure and Age on Firm Resilience

Authors: Jing Zhang (Old Dominion University), Anil Nair (Strome College of Business), Andrew Cohen (Old Dominion University), Su Li (Old Dominion University), Run Tian (Old Dominion University), Seyedehmaryam Tabarhosseini (Old Dominion University)

Abstract: We compare the roles that tenure and age of members of firms' boards of directors (BOD) play in shaping organizational resilience during a crisis. Integrating threat rigidity theory and literature on age and tenure into the organizational resilience literature in organizations, we argue that while greater tenure reflects deeper organizational knowledge, thereby enhancing the effectiveness of firm response strategies during the initial phase of the crisis (which typically involves retrenchment and restructuring), younger BOD members are more likely to identify and capitalize on business opportunities that help improve firm performance during the latter, recovery phase of the crisis. Analyzing the stock performance of 1,847 firms in the Russell 3000 index during the COVID-19 crisis supports most related hypotheses. This study enriches organizational resilience literature by offering a nuanced analysis of a crisis and comparing the effects of age and tenure of the BOD on firm performance.

Title: SIGNALING A DIGITAL MINDSET – IMPLICATIONS FOR MARKET PERFORMANCE

Authors: Bina Ajay (Sam Houston State University), Connor Lubojacky (Sam Houston State University)

Abstract: In response to an increasingly digital business environment, firms are developing a digital mindset to remain competitive. Prior research has tended to focus on exploring antecedents to firms' digital orientation, but limited work has been done on the performance implications. We contribute to this research using signaling theory to examine the effects of digital orientation on market capitalization. We also look at how unintended signals from the CEO influence the relationship between digital orientation and market capitalization. Using a sample of S&P 500 firms and CEOs, we test our hypotheses and find that female CEOs of more digitally oriented firms

have lower market capitalization, and that CEO ownership is seen as a positive signal of digitally oriented firms that increases their market capitalization. Our findings have implications for research on digital orientation and signaling theory.

Title: When Words and Numbers Converge: Strategic Emphasis Alignment, Information Asymmetry, and Analyst Forecast Errors

Authors: Dilek Coskun Erdogan (University of Texas Rio Grande Valley), Sedat Erdogan (The University of Texas Rio Grande Valley), Yanbing Li

Abstract: In volatile markets, firms recalibrate resource allocations between value creation and value appropriation, creating strategic emphasis signals for investors and analysts. While prior research documents market reactions to these shifts (Mizik & Jacobson, 2003) and the incremental content of MD&A narratives (Gensler et al., 2024), little is known about how analysts incorporate such signals into EPS forecasts. Using a sample of 2,920 S&P 500 firm-years from 2001 to 2024, we measure unexpected shifts in reported strategic emphasis from financial reports and communicated emphasis via MD&A text analysis. We find that reported shifts toward value appropriation significantly decrease analysts' EPS forecast errors, whereas communicated shifts alone do not. Forecast precision improves further when communication and financial actions align, demonstrating that narrative emphasis enhances forecast accuracy only as a complement to tangible accounting signals. These alignment effects are strongest in low-technology industries and among firms with high institutional ownership, where information asymmetry is lowest. Our study extends strategic emphasis literature by showing how tangible financial shifts and aligned managerial narratives jointly shape analysts' earnings forecasts, offering insights for corporate disclosure strategies and analyst-firm communication practices.

Title: Which Strategic Priorities Are Critical for Business School Success? A Comparative Regression and Necessary Condition Analysis

Authors: Matheus Tardin (FGV EAESP), Miguel Caldas (University of Texas at Tyler), Thomaz Wood Junior (FGV EAESP)

Abstract: This study explores how strategic priorities in business schools affect teaching quality, research output, financial health, and social impact. Rising external pressures compel these institutions to balance student learning, research excellence, and societal engagement. Regression Analysis (RA) and Necessary Condition Analysis (NCA) were applied to a longitudinal dataset of 798 business schools across 64 countries to distinguish between

“must-have” and “nice-to-have” elements. RA indicates that teaching-focused activities correlate with stronger teaching, ranking, and research performance, while an emphasis on intellectual contributions links to higher endowment levels. NCA reveals that research-related activity is essential for all key outcomes, with applied research indispensable for four performance metrics, basic research essential for endowment and teaching success, and service-oriented engagement critical for financial stability. These findings highlight the importance of well-balanced approach in strategic priorities that administrators can use to guide resource allocation and long-term planning. The study adds to scholarship on strategic management in higher education by spotlighting conditions crucial for institutional performance in a complex academic landscape.

Title: Ecosystem Evolution: A Systematic Review and Research Agenda

Authors: Kalan Horton (Rochester Institute of Technology), David King (Florida State University), Bruce Lamont (Florida State University)

Abstract: This chapter presents a systematic review of ecosystem evolution literature, a topic of growing significance in organizational research. Since Moore's (1993) conceptualization of ecosystems as economic communities supported by interacting organizations, understanding ecosystem evolution has become increasingly urgent amid accelerating market, technological, and institutional changes. Despite substantial contributions from management journals, the research landscape remains fragmented.

This review addresses critical gaps in the literature, building upon broader ecosystem reviews, by focusing specifically on evolutionary dynamics. Through a rigorous methodology utilizing Clarivate's Web of Science and the Rayyan machine learning tool, 118 articles meeting strict inclusion criteria were identified and analyzed along two dimensions: ecosystem type (business, platform, and innovation) and evolutionary focus (value proposition, networks/relationships, and strategy).

The findings reveal three significant shortcomings in the current literature: a lack of consensus regarding causal mechanisms driving ecosystem evolution, inconsistency in determining appropriate levels of analysis, and insufficient clarity about the roles of various agents in shaping evolutionary trajectories. These fragmentations and inconsistencies highlight substantial conceptual and methodological challenges that hinder theoretical development. The review establishes a foundation for a research agenda that addresses these gaps and advances our understanding of how organizational ecosystems evolve over time.

Title: Navigating Institutional Distance and Uncertainty: Strategic Implications of Technology in International New Venture Partner Selection

Authors: Marleth Morales Marengo (The University of Alabama), Paul Drnevich (U. of Alabama), Stanford Westjohn (The University of Alabama), Danielle Combs (University of Alabama)

Abstract: Selecting cross-border partners is a critical success factor for international new ventures (INVs), yet existing approaches often underestimate how institutional environments can differentially shape uncertainty and partner feasibility. In this study, we develop a framework to explain how INVs navigate high uncertainty when selecting partners across institutional distance. Institutional distance not only varies in magnitude but also in direction—whether firms expand into more open (upward) or more restrictive (downward) environments. We argue that upward expansion (toward more open and advanced markets) tends to lower perceived uncertainty, whereas downward expansion (into more restrictive or opaque contexts) tends to increase perceived uncertainty. Higher perceived uncertainty reduces the likelihood of partner selection by amplifying risk and information asymmetries. To address this challenge, we integrate structural perspectives on institutional distance with behavioral views of risk-taking, recognizing that neither perspective alone fully explains partner selection under uncertainty. Our model further identifies technology-driven capabilities (e.g., digital compliance, real-time analytics) as critical enablers that help INVs overcome institutional constraints. By clarifying how risk tolerance, international experience, and subnational institutional heterogeneity shape these effects, we offer fresh insights into the boundary conditions of INV expansion. Finally, we show how digitalization transforms institutional barriers into strategic opportunities, illuminating the micro-foundations of cross-border partner selection.

Title: STRATEGIC TIMING IN CORPORATE DIVESTITURES: SHOULD FIRMS DIVEST BEFORE OR AFTER ACQUISITIONS?

Authors: Manjot Bhussar (*UNIVERSITY OF TENNESSEE CHATTANOOGA*), Michelle Zorn (Auburn University), Sridhar Ramaswami (Iowa State University), Sidharth Ramsinghaney (TWILIO), Jasmine Kelley (Auburn University)

Abstract: Firms often engage in acquisitions and divestitures to restructure their corporate portfolios to enhance financial health and focus on core areas. Although traditionally studied separately, acquisitions and divestitures are increasingly recognized as interconnected strategies that firms use in

tandem to achieve strategic realignment. This study addresses the gap in the literature regarding the strategic timing of divestitures relative to acquisitions and examines their impact on performance. Moving beyond financial-based logics, we employ a managerial capacity perspective, theorizing that divestitures, when undertaken prior to acquisition, free up important financial and managerial resources that can enhance both divestiture and future acquisition performance. We further explore the influence of the time interval between these transactions, proposing that longer intervals allow for better de-integration of divesting firms and post-acquisition integration and alignment with the firm's core strategy, thus positively affecting performance. Using a sample of 218 sequences of acquisitions and divestitures by public US firms from 1995 to 2023, our results support these predictions. This research extends Penrosian resource-based theory by demonstrating that the order in which divestitures and acquisitions are undertaken impacts a firm's managerial capacity and firm performance, highlighting the importance of temporal separation in corporate restructuring.

Agent-Based Modeling in Management Research: From Logic to Application

10:30 AM - 11:45 AM

Regency H

Professional Development Institute

Presenter: Sophia Thomas (Texas Tech University)

Title: Agent-Based Modeling in Management Research: From Logic to Application

Authors: Sophia Thomas (Texas Tech University), Mai Trinh (The University of Texas Rio Grande Valley)

Abstract: Agent-Based Modeling (ABM) is a powerful yet underutilized tool in management research. This Professional Development Institute (PDI) session walks participants through the foundational logic of ABM, showcases an example model's process structure, and engages attendees in developing their own ABM-suitable process models. Through hands-on practice and collaborative feedback, participants will better understand how ABM can be applied to their research questions and how to build models rooted in theoretical logic.

Creative Acts for Curious Researchers

10:30 AM - 11:45 AM

Studio 220 A

Professional Development Institute

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.

Facilitator: Paul Johnson (University of Mississippi)

Title: Passion or Poison? Toward a Theoretical Understanding of the Dark Side of Work Passion

Authors: Karen Landay (University of North Texas)

Abstract:

Despite the long-standing human fascination with passion, organizational researchers have only relatively recently begun to study work passion. Accordingly, in this Creative Acts for Curious Researchers paper, I use visual metaphor to explore two interconnected challenges facing the work passion literature. First, because work passion has generally been treated as an intrapersonal experience, there is a need to shift theorizing around work passion to conceptualize it as an observable interpersonal phenomenon. Second, although the potential "dark side" of work passion has been alluded to, there is a need for novel theorizing that develops this conceptual realm beyond the concept of obsessive passion (an uncontrollable form of passion with generally maladaptive outcomes). Inspired by the photo of Falls Park in Greenville, SC, I suggest the metaphor that passion is a river. Building on this insight, I draw on social identity theory to propose an initial theoretical model examining the intrapersonal (entitlement and workaholism) and interpersonal (mistreatment and exploitation) outcomes of membership in the "passionate employees" social group (as compared to the "non-passionate employees" social group). Crucially, I also suggest the existence of feedback loops from these outcomes, as well as several potential moderators (socioeconomic status, pride, and authenticity). Thus, by using visual metaphor as a point of departure, I demonstrate the use of social identity theory as a novel lens with significant potential for advancing theoretical understanding of the interpersonal dark side of work passion.

Title: Proximity to Power, Complicity, CSR, and Mega-Threats in the Academy

Authors: Alana Bell (Tulane University A.B. Freeman School of Business)

Abstract:

This reflection explores how proximity to power, complicity, and organizational silence intersect with issues of diversity, equity, and inclusion (DEI) in academia, particularly in the aftermath of societal mega-threats. This piece uses a metaphor inspired by a photograph taken at Falls Park in Greenville, SC, the site of the 2025 Southern Management Association Conference to illustrate how people of color in academia are often left exposed and unsupported, while institutions and colleagues observe from a safe distance. The essay questions the academy's moral responsibility and considers how principles of corporate social responsibility (CSR), often studied within academic spaces, should be reflected in the academy's own actions. It calls for a shift from theoretical endorsement to active engagement, challenging academic institutions to move beyond observation and into meaningful solidarity.

Title: Virtue Ethics Approach to Reducing Workplace Toxicity through Visual Metaphor

Authors: Pooja Shrivastava (University of Oklahoma)

Abstract: Existing research on workplace toxicity focuses on behavioral outcomes, compliance-based leadership, and structural interventions, with limited attention given to the role of moral development in organizational life. However, virtue ethics, which is based on character development and moral wisdom, remains under-researched and underutilized in addressing toxic organizational dynamics.

This conceptual work through metaphor presents a normative ethical synthesis drawing on virtue ethics to develop a framework for reducing workplace toxicity. It explores how virtue ethics can be strategically applied and presented to minimize toxicity in an organizational environment. Herein, this research article proposes virtue ethics framework to counter the toxic work environment. By translating core virtues such as integrity, courage, empathy, humility, and justice into organizational behaviors and structures, we can transcend from theory to reality.

The virtue ethics framework is comprised of five actionable strategies, including cultivating character-based leadership in the organization by

adopting moral evaluation in hiring and promotion, frequently rewarding ethical behavior, promoting ethical reflection surveys, building a virtual informed culture, and initiating initiatives to disrupt the conditions that enable toxicity. This foundational conceptualization proposes a novel guide for cultural transformation to mitigate workplace toxicity by adopting a virtue ethics framework.

Keywords: Workplace toxicity, Virtue ethics, Leadership, Organizational culture

Title: Group Flow: Reimagining Flow Through Social Networks Using the Waterfall Metaphor

Authors: Ana Lucia Nuno Azcarraga (Florida Gulf Coast University), Tabea Oberglock (Florida Gulf Coast University), Ashley Mandeville (Florida Gulf Coast University), Jase Ramsey (Florida Gulf Coast University)

Abstract: This creative endeavor examines a juxtapose between flow theory and social network analysis by reconceptualizing flow as a dynamic network phenomenon rather than merely an individual psychological state. Using the waterfall metaphor, we explain how flow states may move through social systems with patterns similar to fluid, finding paths of least resistance, redirecting around obstacles, and varying based on network density. Our interpretation reveals how different network structures may create distinct flow patterns and how specific individuals serve as "flow catalysts" or "flow inhibitors" throughout social systems. This integrated theoretical framework provides a unique perception for future examination of collective flow experiences in social networks.

Title: Immigrants' Psychological Adaptation—A Step Beyond Acculturation

Authors: Snehal Hora (Drexel University), Emily Campion (Old Dominion University), Sima Sajjadiani (UBC Sauder School of Business)

Abstract: Immigrant adaptation has long been studied through sociocultural frameworks such as acculturation, yet psychological adaptation—how immigrants cope with the non-cultural challenges of migration—remains underexplored. This paper expands the understanding of immigrant adjustment by examining psychological adaptation through the lens of stress and coping theory. Drawing on existing frameworks of acculturation and stress and coping, the paper argues that immigrants' ability to navigate structural, emotional, and social stressors—such as discrimination, underemployment, and homesickness—significantly shapes their well-being and long-term integration. Psychological adaptation is conceptualized along

two dimensions: coping strategies (approach vs. avoidance) and time orientation (future vs. past focus). To ground this theory in real-world context, the paper introduces Falls Park on the Reedy in Greenville, South Carolina, as both a symbolic and functional space for immigrant socialization. The park serves as a metaphor for the adaptive journey and as a public space that fosters informal learning, belonging, and identity development. By connecting place, identity, and psychological adaptation, this study highlights the critical but often overlooked role of community spaces in supporting immigrant well-being and integration. It contributes a new perspective to immigration research and symbolism, with implications for organizational scholars.

Title: Multiple Streams of the Same River: How Solo, Partnered, and Family Entrepreneurs' Well-being Differs

Authors: Sophia Quick (University of Mississippi)

Abstract: The dynamic nature of entrepreneur well-being has become a focal point in recent entrepreneurship literature. This paper seeks to further the conversation about entrepreneur well-being by acknowledging the differences between solo, partnered, and family entrepreneurs. As solo, partnered, and family entrepreneurs face different challenges throughout the entrepreneurial process, it is likely that these differences lead to variations in well-being between them at each stage. This submission is specifically for the Creative Acts for Curious Researchers: Metaphor in Research special session.

Entrepreneurship Interactive Presentations

10:30 AM - 11:45 AM

Regency C

Entrepreneurship and Innovation

Facilitator: Kris Irwin (Old Dominion University)

Title: The Interplay of Passion and Fear of Recurring Failure in Shaping Entrepreneurial Learning from Failure

Authors: Lu Zhang (Ulsan National Institute of Science and Technology, S Korea), Ngo Thi Minh Hang (Ulsan National Institute of Science and

Technology), Young Rok Choi (Ulsan National Institute of Science and Technology)

Abstract: Entrepreneurial passion is widely acknowledged as a driving force behind business success, yet its role in the context of failure and subsequent learning remains underexplored. Integrating the dualistic model of passion with regulatory focus theory and conservation of resources theory, we construct a model that elucidates how different types of passion – harmonious and obsessive – affect entrepreneurial learning from failure. We also examined how fear of recurring failure acted as a boundary condition. We gathered three-phase online survey data from 264 entrepreneurs who had experienced business failure. Our analyses show that harmonious passion enhanced learning from failure, whereas obsessive passion had no significant effect. Interestingly, fear of recurring failure negatively moderated the effect of harmonious passion on learning, but positively moderated the relationship between obsessive passion and learning from failure. Our findings contribute to the entrepreneurial failure literature and offer practical implications for entrepreneurial restart and training development.

Title: Striking a Match: An Empirical Examination of Entrepreneur-Mentor Similarity

Authors: Seth Butler (University of North Carolina Wilmington)

Abstract: Programs that aim to support entrepreneurs, like accelerators, incubators, and programs within local governments and university entrepreneurship centers, often provide mentorship or coaching to founders. A key consideration these programs must make is how to pair entrepreneurs with mentors and who to pair them with. Many programs use surface-level similarity to pair entrepreneurs with mentors, such as programs for female entrepreneurs supporting them by pairing them with female mentors, or based on industry similarity. Such programs often find that mentors are a limited resource, and poor matches between entrepreneurs and mentors can have negative consequences for mentee firms. As such, it is important to understand the impacts of various pairing factors to improve outcomes for entrepreneurs in these programs, which will have practical implications for the programs and for any entrepreneur seeking a mentor. In this article, I use social identity theory and mentor-protégé theory to examine pairing factors and their impact on venture goal progress using a unique dyadic dataset of 129 entrepreneurs and mentors. Structural equations modeling results indicate that entrepreneur-mentor similarity in terms of values and beliefs leads to greater mentor impact, leading to progress on venture goals. Results indicated that similarity in industry background or expertise of the mentor and the firm did not have effects. The context of the study is with

everyday entrepreneurs, which presents important considerations for future research: which populations of entrepreneurs may need mentors with greater technical alignment versus greater personal similarity?

Title: Temporality and Hybrid Entrepreneurship: Mapping Hybridity Episodes Among Docpreneurs

Authors: Charis Asante-Agyei (Syracuse University; Lewis & Clark College), **Ali Mchiri** (Sam Houston State University), Ingrid Erickson (Syracuse University)

Abstract: Hybrid entrepreneurs simultaneously combine full-time employment with self-employment. Even though simultaneity distinguishes them as a group, there is surprisingly little research on how their simultaneous combination unfolds in practice. As such, we lack an understanding of the lived experience of hybrid entrepreneurs and the essential nature of their practice. This paper draws on temporality perspectives to analyze empirical insights from docpreneurs, i.e. medical doctors who also own and operate business ventures. Docpreneurs' accounts reveal three hybridity episodes –staggered, punctuated, and untethered, which denote the temporal unfolding and bracketing of hybridity. We discuss the implications of our findings for hybrid entrepreneurs, organizations, and the broader entrepreneurship literature.

Title: Superior Customer Service as a Competitive Strategy in Chains: Entrepreneurial Orientation and Market Dynamics

Authors: Antoinio Porto (Univ Wisconsin Milwaukee), **Steve Michael** (Univ Wisc-Milwaukee)

Abstract: This study explores whether and how franchisees seek to achieve differentiation through superior customer service strategies. While extant literature has focused on agency theory explanations for quality outcomes, we theorize that the entrepreneurial orientation of franchisees will yield overall higher customer ratings. Further, we include market dynamic considerations, exploring how such strategy differs in the presence of competitors of the same and different brands, as well as their ownership type. Using a comprehensive unit-level dataset that includes large chains in the United States, we find that franchisees do exhibit higher customer satisfaction ratings. Moreover, results also highlight the importance of intra-brand competition, and distinctions in how single-unit and multi-unit franchisees react to nearby competitors.

Title: (Inter)Family Feuds: The Surprising Benefits (and Potential Perils) of Interfamily Rivalries

Authors: Mark Bolinger (Appalachian State University), Alex Bolinger (Idaho State University)

Abstract: Scholarly and popular accounts are replete with examples of intrafamily rivalries, and how they can hinder intergenerational succession and other important processes within family businesses. However, despite the considerable effect that intergroup, and particularly, interfamily feuds can have on motivation and behavior (as illustrated by famous literary and historical accounts, such as Romeo and Juliet or the Hatfields and McCoys), scholars have given little systematic attention to the effects of rivalries between family businesses. In this paper, we draw on Social Contagion and Realistic Group Conflict theories to theorize factors that predict the antecedents, spread, and effects of interfamily rivalries, including explaining how such rivalries may affect important family business outcomes such as intergenerational succession, successor motivation, harm to the businesses' surrounding communities, and both inter and intrafamily conflict. Our conceptual model offers moderators that help explain how and under what conditions interfamily rivalries can bring about these positive and negative outcomes.

Title: Team affect-based trust and cognition-based trust for team innovation

Authors: Kyle Stockdall (The University of Memphis), Samuel Adomako (University of Birmingham), Nadia Zahoor (Queen Mary University of London), Stephen Lanivich (University of Memphis)

Abstract: This study developed a multistage team-level model to explain how team affect-based trust and cognition-based trust enhance team innovation. We found support for our research model using data from 72 teams collected from three sources in four waves. Specifically, we found that team affect-based trust and cognition-based trust positively influence team psychological ownership, and team psychological ownership predicts team innovation commitment. The results also revealed that innovation climate moderates the indirect effect of team psychological ownership and team innovation via team innovation commitment such that the indirect effect is stronger when the climate for innovation is high rather than when it is low. This article offers extends the existing team innovation research through fine-grained insights into how and when teams' cognition-based and affect-based trust foster team innovation.

Title: When rurality matters more: Examining valuations of entrepreneurship through acquisition opportunities in rural and urban contexts

Authors: Jason Lortie (Florida Gulf Coast University), **Kevin Cox** (Florida Atlantic University), Roland Kidwell (Florida Atlantic University), Crider Cole (University of Wisconsin), David Marshall (University of Dayton)

Abstract: This study makes important theoretical and practical contributions to rural entrepreneurship by focusing on a critically important, yet understudied, driver of economic activity in rural communities: entrepreneurship through acquisition (ETA). Relying on the tenets of resource dependence and information asymmetry theories, we explain the unique effects of rurality on the valuations of entrepreneurship through acquisition. Analyzing 1,731 acquisition transactions across the USA, we find that rurality positively influences acquisition valuations, while time to sell negatively affect valuations. However, our results also reveal a significant three-way interaction, where the positive effect of rurality on profitability is amplified in the presence of information asymmetry. These findings provide nuanced insights into the complexities of small business valuations in rural contexts, extending theory and offering actionable guidance for stakeholders in rural economic development and entrepreneurship.

Leader-member Exchange and Relationship Dynamics

10:30 AM - 11:45 AM

Magnolia

Organizational Behavior

Facilitator: Marc Anderson (Iowa State University)

Title: KEEPING HEADS IN THE CLOUDS: A MULTI-STUDY INVESTIGATION

Authors: Min Carter (Southern Illinois University, Carbondale), **Jeffrey Haynie** (Louisiana Tech University), Ji Hoon Lee (Southern Illinois University)

Abstract: Drawing upon conservation of resources (COR) and regulatory focus theories, we examine the mediating and moderating mechanisms through which engaged employees achieve higher performance. Specifically, we first clarify the causal ordering of work engagement and promotion focus

by theorizing promotive self-regulation as a resource dedicator that better directs general engagement resources to specific task-related efforts. Second, we further develop a first stage moderation model that examines the moderating effect of leader-member exchange (LMX) on the mediation model. In two studies, a panel data collection and a U.S.-based field study, we find support for our hypotheses. Theoretical and practical implications and future research directions are discussed.

Title: When Yesterday Shapes Today: A Path Dependence Perspective of Past and Current Leader-Member Exchange Interdependence

Authors: Sodiq Babatunde (Management Department, University of Cincinnati), Scott Dust (University of Cincinnati)

Abstract: Existing relational dynamics literature has overlooked the interdependence of the past and current supervisor-subordinate interactions and exchanges, and that those past temporal experiences influence the nature of future interaction (outcomes). Unlike previous studies that rely on a static assessment of leader-member exchange (LMX), we theorize the fluid nature of LMX and employees' adaptive adjustment to exchange expectations when transitioning between roles and supervisors. We integrated the Social Exchange Theory and Path Dependence Theory to test our model using a 312-employee sample (multi-wave) in the US and UK. We found support for a large part of our hypotheses. First, we found a positive relationship between past LMX and current LMX, which validates the path dependence between past and current experiences. Also, we found that the current LMX is positively related to employees' engagement in OCB-L. However, we did not find support for the indirect relationship between past LMX and employees' engagement in OCB-L. Further, we found that past temporal focus (PTF) moderates the relationship between past LMX and current LMX, such that the relationship is stronger at a higher level of PTF than at a lower level. Surprisingly, we did not find support for the conditional indirect effect of PTF on the relationship between past LMX and OCB-L, via current LMX. Last, we present theoretical and practical implications for the literature.

Title: Aligned Perceptions, Misaligned Morals: How Leader-Team Agreement on LMX Quality Promotes Unethical Pro-Organizational Behavior (UPB)

Authors: Ji Hoon Lee (Southern Illinois University), Ye Dai (Southern Illinois University, Carbondale), Jeeyoon Jeong (Nagoya University of Commerce

and Business), Steven Karau (Southern Illinois University Carbondale),
Sungyeop Kim (University at Albany, State University of New York)

Abstract: This study examines how alignment between leaders' and teams' perceptions of relationship quality influences collective identification and unethical pro-organizational behavior (UPB). Drawing on social identity and moral disengagement theories, we explore Group Leader–Member Exchange (GLMX) agreement—a team-level construct reflecting shared relationship quality and perceptual alignment. Using multi-wave, multi-source data from South Korean police units (104 riot teams, 64 general teams), we applied polynomial regression and response surface analysis. Results show that: (1) high-quality GLMX agreement more strongly promotes leader identification and UPB than low-quality agreement; (2) leader overestimation harms identification more than member overestimation; and (3) collective identification mediates the GLMX-UPB link. These findings reveal a paradox in LMX theory: strong, aligned relationships may promote unethical behavior through identity processes. By integrating leadership and identity perspectives, this study advances understanding of team-level relational dynamics and highlights the ethical risks of perceptual alignment in hierarchical organizations.

Mental Wellness in Entrepreneurship

10:30 AM - 11:45 AM

Studio 220 B&C

Entrepreneurship and Innovation

Facilitator: Anna-Lena Eski (Florida Atlantic University)

Title: Beyond the stigma: Entrepreneurs' mental illness disclosures in microfinance crowdfunding campaigns

Authors: Jeffrey Chandler (University of North Texas), **Vitaliy Skorodziyevskiy** (University of Louisville), Pyayt Oo (University of Texas at Arlington)

Abstract: Entrepreneurs' mental health, or the condition regarding their psychological and emotional well-being, shapes their behaviors and decisions. However, it remains unclear how mental health affects the social evaluations of entrepreneurs. In the entrepreneurship literature, scholars assume that entrepreneurs with mental illnesses will be viewed unfavorably due to stigmatization. This assumption in the literature is built upon the predictive expectation that entrepreneurs will avoid disclosing living with a

mental illness since successful entrepreneurs typically do not disclose this information. In this study, we challenge this prevailing assumption and, instead, propose that this same predictive expectation evokes a favorable—instead of an unfavorable—response among prosocial audiences. We illustrate this idea among prosocial microfinance crowdfunding lenders. Drawing from expectancy violations theory, we propose that an entrepreneur's disclosure of a mental illness evokes a positive expectancy violation among microfinance lenders that, in turn, improves crowdfunding performance. We also propose that an entrepreneur's disclosure of a mental illness evokes a stronger positive expectancy violation among lenders with greater interpersonal contact with individuals living with a mental illness. Using a sample of 187,554 campaigns on Kiva and a randomized experiment ($n = 540$), we find general support of our theorizing.

Title: The Effects of Entrepreneurial Engagement on Psychological Wellness and Somatic Complaints

Authors: Sanjib Chowdhury (Eastern Michigan University), Megan Endres (Eastern Michigan University), Kunal Banerji (Eastern Michigan University), Diana Wong-Mingji (Eastern Michigan University)

Abstract: While traditionally, entrepreneurship research has given most attention to the positive well-being of the entrepreneur, recently, scholars have started to pay attention to stress-related negative well-being in entrepreneurship. Many of these empirical studies examined differences in stress levels between entrepreneurs and non-entrepreneurs, and some studies have also examined the type of stress entrepreneurs experience. Scholars agree that more research is needed to understand the stress process in entrepreneurship. The current study utilizes a modified Job demand-control model as the foundation to examine entrepreneurial negative well-being in terms of psychological strain and somatic complaints. Somatic complaints is an important variable, as it has been shown to be associated with hypertension and cardiovascular disease. To understand entrepreneurs' role-specific stress process with specific stressors that harm their well-being, we examined their role overload, role ambiguity, and work-family conflict on the psychological strain and somatic complaints. We gathered survey data from 233 startup founders in Michigan to test our hypotheses. Results show that an entrepreneur's role overload indirectly contributed to an entrepreneur's somatic complaints through its influence on psychological strain. In addition, psychological strain partially mediated the relationship between entrepreneurs' work-family conflict and somatic complaints, where work-family conflict, directly and indirectly, contributed to an entrepreneur's somatic complaints. A discussion of results with implications for future research and practice is offered.

Title: ADHD and Entrepreneurship: A Systematic Review

Authors: **Darren Smith** (Oklahoma State University), matthew rutherford (Oklahoma State University), Curt Moore (Oklahoma State University)

Abstract: This systematic literature review explores the emerging relationship between Attention-Deficit/Hyperactivity Disorder (ADHD) and entrepreneurship. Framed by two fundamental questions, whether a relationship exists and whether it warrants continued scholarly attention, we review 64 peer-reviewed articles published between 2007 and 2024. We organize the literature around three theoretical tensions: whether ADHD is best conceptualized as a stable personality trait or a dynamic cognitive state; whether its influence on entrepreneurship is predominantly positive, negative, or mixed; and whether the field itself has achieved academic legitimacy. Our analysis finds that the majority of studies assert a meaningful relationship, with outcomes often characterized as positive or mixed rather than uniformly negative. We further argue that conceptualizing ADHD solely as a trait risks overlooking important cognitive mechanisms that may drive entrepreneurial behavior. By identifying six key areas for future research, we encourage scholars to move beyond early-stage conceptual debates and deepen theoretical and empirical insights into this complex phenomenon. This review not only consolidates fragmented findings but also positions ADHD-entrepreneurship research as a legitimate and theoretically rich domain worthy of further investigation.

Moderation, Mediation, and Moderated Mediation: Recommended Practices

10:30 AM - 11:45 AM

Think Tank

Professional Development Institute

Models involving mediation or moderation are common in research. Despite the importance of moderation and mediation in theory development and testing, there can be considerable confusion over how to accurately test such models. This is a participative tutorial in best practices for testing moderation, mediation, and moderated mediated and mediated moderated models. The focus will be on the practical steps for specifying and testing models using examples common in management. Attendees will be encouraged to ask questions throughout the session.

Presenter: Lisa Schurer Lambert (Texas Christian University)

Panel Data Analysis Concepts

10:30 AM - 11:45 AM

Teal

Professional Development Institute

This workshop focuses on the concepts related to analyzing panel data (e.g. multiple, repeated observations on an entity over time). We will cover differences between econometric random effects and fixed effects models, including when their use is appropriate and their theoretical meaning. We will also explore specifications across multiple types of models and the use of the hybrid model. Finally, we will conclude with discussions around when the dependence in the data (such as time effects) may be a nuisance to be controlled for versus a variable with explanatory power.

Presenter: Donald Schepker (University of South Carolina)

The Devil Is in the Details: Complexity and Context in Research Methods

10:30 AM - 11:45 AM

Dogwood

Innovative Teaching and Research Methods

This session delves into the intricacies of multiple research methodologies, emphasizing the importance of precision and contextual understanding in producing robust and meaningful results. The featured papers discuss common pitfalls in advanced statistical methods, survey design, and qualitative frameworks, highlighting how researchers' choices can impact the validity and applicability of findings. Attendees will explore strategies for navigating complexity, ensuring rigor, and balancing nuance with practicality in their research approaches.

Facilitator: Tyler Fezzey (University of Alabama)

Title: On the Potential Misuse of Polynomial Regression and Response Surface Analysis in Management Research

Authors: Yongheng (Angus) Yao (Wilfrid Laurier University)

Abstract: Polynomial regression with response surface analysis (PRRSA) is a powerful tool for exploring congruence effects in a three-dimensional manner. Over time, however, it has become common practice for researchers to report complete response surfaces without explicitly examining surface rotation. We challenge this practice on two critical fronts. First, it rests on an implicit but incorrect assumption that congruence theories can predict a full three-dimensional surface by focusing solely on variations along the fit and misfit lines. Second, it blurs the boundary between confirmatory and exploratory analyses, leading to potential misuse of PRRSA. To address these issues, we advocate for a clear distinction: researchers should report three-dimensional surfaces in a confirmatory manner only when theorization has examined surface rotation; otherwise, surfaces should be reported in an exploratory manner. Using empirical illustrations and simulations, we demonstrate that this refinement enhances theoretical precision, statistical validity, and methodological transparency. This study offers important implications for strengthening the application of PRRSA and advancing congruence research.

Title: Sometimes, Occasionally, Often: How Intermediate Items Threaten the Validity of Likert Scales

Authors: Natalie Wilde (University of North Carolina at Charlotte), David Woehr (University of North Carolina at Charlotte)

Abstract: Survey research forms a cornerstone of scientific inquiry, often relying on Likert scales to measure latent constructs. Traditionally, Likert-scale responses have been analyzed through Classical Test Theory (CTT), assuming a dominance response pattern where higher construct standing yields higher scores. However, many survey measures frequently include intermediate items—statements qualified by terms such as "sometimes" or "occasionally"—that may elicit ideal-point rather than dominance response patterns. Likert (1932) and others (e.g., Drasgow et al., 2010) assert that Likert's method does not accommodate intermediate items (e.g., "I sometimes procrastinate"). Despite these concerns, the prevalence and impact of intermediate items in commonly used scales have yet to be assessed empirically. To address this gap, we conducted a systematic search of 99 empirical articles published in three premier management journals between 2019 and 2024, identifying 404 unique Likert-type scales. Among the 42 most frequently cited scales coded in depth, 50% contained at least one intermediate item, with some comprising up to 44% intermediate content. Critically, several of the most widely used measures demonstrated substantial inclusion of such items. These findings confirm that intermediate items are common even among highly influential scales, raising concerns

about potential threats to reliability, factor structure, and validity. This study provides an essential first step toward understanding the scope of the problem and lays the foundation for future experimental work to test the psychometric consequences of intermediate item inclusion.

Title: Multilevel Qualitative Research in International Business: A Review and Typological Framework of Contextualization

Authors: Emily Belew (University of North Carolina Greensboro), Samantha Stalion (University of North Carolina, Greensboro), Madelynn Stackhouse (University of North Carolina at Greensboro)

Abstract: Multilevel research has gained traction in recent years due in part to an increased emphasis on context when conducting management research and the statistical advancements developed in quantitative analyses. Qualitative research in particular stands to benefit greatly from multilevel data collection and analysis when examining context-rich phenomena and processes. However, approaching such research endeavors yields ambiguous and often confusing guidelines. In this multiple case study, we examine a sample of seven empirical studies grounded in the International Business field and conduct a cross-case analysis on methodological choices and reasonings. In doing so, we assess extant usage of multilevel qualitative methodologies and consolidate these efforts into a single location, thereby improving access to and confidence in conducting multilevel qualitative research. Moreover, based on our findings, we further propose a typological framework of contextualization in order to inform future multilevel qualitative methodological choices and research efforts. This paper contributes to organizational research methodology by consolidating existing approaches to multilevel qualitative research, informing the field without creating a prescriptive procedure that may dilute the rigor of qualitative insight formation. As such, we contribute to the IB literature by underscoring the importance of and value in developing context-rich theories using multilevel qualitative methodologies.

Under the surface: Navigating Identity, Bias, and Belonging at Work

10:30 AM - 11:45 AM

Regency G

Social Issues and Ethics

Facilitator: Sarah Rana (University of South Alabama)

Title: Challenge or Hindrance? The Moderating Role of Diversity Self-Efficacy in Responses to Ambient Discrimination

Authors: Jerry Liu (University of Tampa), Lawrence Houston (University of Houston), Hannah Park (Rutgers University), Alondrea Hubbard (Rutgers University)

Abstract: Despite increasing attention to workplace discrimination, little is known about how employees respond to ambient racial discrimination, indirect exposure to discriminatory behaviors and attitudes in one's work environment. Drawing on transactional stress theory, we propose that individuals cognitively appraise such experiences as either a challenge, prompting constructive engagement (e.g., ally work), or a hindrance, prompting avoidance (e.g., social withdrawal). We also examine diversity self-efficacy (DSE) as a key moderator that shapes how employees interpret and respond to bias. In Study 1 (N = 426), a vignette experiment showed that exposure to ambient discrimination increased both challenge and hindrance appraisals, leading to higher intentions to engage in ally work and social withdrawal, respectively. In Study 2 (N = 92), a time-lagged field survey replicated the mediation findings and demonstrated that DSE strengthened the challenge-allyship pathway but did not moderate the hindrance pathway. Together, these studies demonstrate that the same discriminatory experience can generate divergent responses depending on how it is cognitively appraised. The findings advance theory on when and why awareness of discrimination directed at others in the workplace can either motivate allyship behavior or lead to social withdrawal.

Title: Beyond Expectations: The Impact of Perceived Bias on Freelancers' Impression Management and Performance Outcomes

Authors: Jose Garcia Gamez (Auburn University), Miles Zachary (Auburn University), Yi Shi Zhou (Auburn University)

Abstract: This paper examines whether perceived racial biases lead freelancers on online platforms to adopt impression management tactics that inadvertently harm their performance. Prior research highlights that minority freelancers often face biases, resulting in negative reviews that impact earnings; however, the underlying drivers of these biases remain underexplored. We couple theories of social identity impression management and expectancy violation to hypothesize that minority freelancers, aiming to counteract perceived racial biases, engage in impression management to attract new business that may be beyond their ability to deliver value.

Although intended to enhance prospects, this strategy may inflate client expectations and lead to negative evaluations when expectations are unmet. This research advances the literature on racial bias in digital labor markets by offering a nuanced understanding of how impression management may paradoxically reinforce adverse performance outcomes. The findings hold implications for scholars and practitioners: Scholars gain insight into the unintended consequences of adaptive strategies in marginalized groups, whereas platform management and policy development practitioners can better address biases affecting freelancer-client interactions, potentially informing platform design to mitigate discriminatory impacts.

Title: Why Do I Feel Unsafe Being Me at Work?

Authors: Darryl Rice (Miami University), Terrance Boyd (Texas Christian University), Marla White (Virginia Tech)

Abstract: Organizations have drastically changed over the past several decades, with an increase in women, racial/ethnic minorities, immigrants, and LGBTQ+ representation in workplaces, often requiring employees to interact with people from various backgrounds. As these dynamics transpire in the workplace, it is important why and when employees can engage in identity work (e.g., express one's identities). Using a social information processing lens, we seek to enhance our understanding employee identity work support perceptions (e.g., IWSP; one's perception of support that they can express their identity at work). Across three studies – two experimental vignettes and a field study – we test and find consistent support for our theoretical model that identity work support perceptions (IWSP) mediate the negative relationship between abusive supervision and psychological safety. We provide further evidence that the negative relationship between abusive supervision and IWSP specifically, and its downstream effect on psychological safety, was stronger for employees with relatively high (vs. low) conscientiousness. We conclude by discussing implications for research and practice.

Track Chair Lunch - Invitation Only

12:00 PM - 1:00 PM

Ink n' Ivy

AOV: Non-W.E.I.R.D. Science

12:00 PM - 1:15 PM
Regency D&E
Professional Development Institute

Facilitator: Kris Irwin (Old Dominion University)

Title: Shake it Off: The Role of Self-Consciousness on Dirty Work, Satisfaction and Emotional Exhaustion

Authors: Sodiq Babatunde (Management Department, University of Cincinnati), Scott Dust (University of Cincinnati), Ben Fagan (Management Department, University of Cincinnati)

Abstract: Existing research has primarily examined coping strategies for dirty work while giving less attention to employees' satisfaction. Much of this work has considered the phenomenon from an identity perspective, despite its underlying connections to job demands and resources. Drawing on the Job Demand-Resource (JD-R) model, this study investigates the relationship between dirty work and employee satisfaction, with emotional exhaustion as a mediating variable and self-consciousness as a moderator. Data collected from 234 participants in dirty work occupations with a four-week time lag show that dirty work is positively associated with emotional exhaustion, which negatively impacts job, career, and life satisfaction. The findings further indicate that employees with higher self-consciousness report greater emotional exhaustion, while those with lower self-consciousness experience less emotional exhaustion. These results provide theoretical contributions to the dirty work literature and offer practical implications for mitigating emotional exhaustion in these roles.

Title: Navigating Food Autonomy: An Inductive Study of Resource Loss Across Work and Home

Authors: Brent Reed (University of North Carolina at Charlotte), Alyssa McGonagle (University of North Carolina at Charlotte)

Abstract: Although food-related behavior has become a topic of growing interest in organizational research, it is typically studied as a matter of individual choice about food content. In this study, we expand this conceptualization by examining the temporal, structural, and social contexts in which decisions about food unfold. Based on an inductive analysis of interviews with workers with type 2 diabetes, we introduce the concept of food autonomy: the ability to make and enact decisions about not only what to eat, but also when, where, and how. Applying tenets of Conservation of Resources theory, we show how food autonomy is undermined by structural

and social threats, particularly for individuals with existing resource vulnerabilities. These constraints contributed to recurring cycles of resource loss across the work-home interface, depleting not only food autonomy but also time, energy, and willpower, compounding workers' vulnerability to future threats. Beyond broadening the theoretical conceptualization of food-related behavior at work, we also expand views of work autonomy to include the management of personal needs and illustrate how resource loss cycles unfold through everyday experiences across the work and home domains. We conclude by highlighting practical strategies organizations can adopt to support food autonomy and promote well-being and performance at work.

Title: Immigrant Communities and Rural Entrepreneurship: The Double-Edged Dynamics of Business Exits in Rural America

Authors: Kris Irwin (Old Dominion University), Joshua White (University of Alabama), Cameron Borgholthaus (University of Wyoming), Jeff Cavanaugh (University of Nebraska)

Abstract: This study examines the relationship between immigrant populations, rurality, and business exits to better understand the dynamics of entrepreneurship in the United States. Leveraging a comprehensive panel dataset of U.S. counties from 2010 to 2019, we find that communities with larger immigrant populations experience higher rates of business exits, highlighting the challenges faced by immigrant entrepreneurs. However, this relationship is weakened in rural areas, where ventures often benefit from an "insulating effect" provided by strong social networks and local embeddedness. Our findings suggest that while rurality can mitigate some of the barriers associated with immigrant entrepreneurship, it does not fully eliminate the structural challenges these entrepreneurs face. This research bridges the literatures on rural and immigrant entrepreneurship, offering both theoretical insights into the role of social and geographic factors in shaping business outcomes and practical implications for policymakers seeking to foster inclusive economic development in rural communities.

Bootstraps and Barrels: The Business of Surviving Through Moonshine

12:00 PM - 1:15 PM

Studio 220 B&C

Professional Development Institute

When times were tough and options were few, moonshine wasn't just a drink—it was survival. In this talk, Dr. Dan Pierce, Professor of History at UNC Asheville, discusses the story of how homemade whiskey became a lifeline for struggling families across Appalachia. Beyond its reputation for secrecy and rebellion, moonshine offered a way for people down on their luck to turn local resources into income, food on the table, and hope for the future. Pierce shares stories of resilience and ingenuity, showing how moonshiners blended hard work, risk-taking, and tradition to carve out better lives in difficult times. By looking past the stereotypes, this presentation reveals moonshine as more than contraband—it was a powerful tool for economic survival and community strength.

Facilitator: Dan Pierce

Meet the AOM Editors

12:00 PM - 1:15 PM

Regency A & B

Professional Development Institute

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.

Facilitator: Arran Caza (University of North Carolina at Greensboro), Laura Little, Chet Miller, Christine Quinn Trank (Vanderbilt University) and Sherry Thatcher (University of Tennessee)

Multilevel Concepts and Principles

12:00 PM - 1:15 PM

Think Tank

Professional Development Institute

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)

Best Practices for Rigorous, Credible, and Impactful Research

12:00 PM - 1:15 PM

Regency C

Professional Development Institute

Presenter: Herman Aguinis (The George Washington University)

Title: Best Practices for Rigorous, Credible, and Impactful Research

Authors: Herman Aguinis (The George Washington University)

Abstract: This is an audience-centered PDI workshop on methodological best practices. Targeted audiences are researchers and practitioners, including graduate students (doctoral students), junior and seasoned researchers (including journal reviewers and editors), and consumers of research (other researchers, organizational leaders, and policymakers). In other words, the PDI workshop tutorial takes a 360-degree view of research because it targets authors, reviewers, and consumers of research. The specific content of the master tutorial will be audience-driven. In other words, after a brief presentation and overview, to make this session especially meaningful and relevant for participants (both researchers and practitioners), I will answer specific questions from the audience on particular topics and issues of their interest. This audience-driven "FAQ-type" format will allow me to go deeper into specific areas of concern of particular interest to those in attendance.

Don't Just Stand There, Do Something: Strategy by Doing and Uncertainty

1:30 PM - 2:45 PM

Regency D&E

Strategic Management

Facilitator: Cristina Wang (Florida State University)

Title: Generalists at the Helm: CEO Human Capital and Strategy by Doing

Authors: Jonathan Clift (UNCG)

Abstract: Despite the increasing importance of strategic experimentation and learning through action in dynamic environments, CEOs' influence on organizational strategy through action-based learning and experimentation, rather than detailed planning, remains understudied. This paper integrates human capital theory with the strategy by doing perspective to examine the effects of CEOs' human capital characteristics on their propensity for engaging in strategy by doing. Building on human capital theory, I develop and test hypotheses examining the relationships between CEOs' general and firm-specific human capital and their approach to strategy formation. In contrast, firm-specific human capital, accumulated through organizational tenure, may create rigid cognitive barriers to experimentation. Using a sample of S&P 1500 firms from 1992-2021, I find that CEOs' general human capital is positively associated with strategy by doing, while specific human capital shows a negative relationship. The research also advances our understanding of the direct influence of human capital on strategic decision-making processes, suggesting that boards should carefully consider the trade-offs between general and specific human capital when selecting CEOs for contexts requiring different levels of strategic experimentation.

Title: Rethinking Liability of Foreignness: Atypicality and Signaling Under Conditions of Information Asymmetry

Authors: Jay Chok (University of California, Riverside & Westcliff University), Huiguo Liu (KPMG Deal Advisory & Strategy Analytics), Ye Dai (Southern Illinois University, Carbondale)

Abstract: This paper rethinks the liability of foreignness by examining how atypicality and signaling interact under conditions of information asymmetry in foreign IPOs in U.S. capital markets. Integrating insights from organizational theory and signaling theory, we explain the performance of foreign firms raising capital abroad. Challenging the conventional view that conformity enhances foreign market success, we argue that atypical IPOs benefit disproportionately from credible signals, such as venture capital backing, and exogenous sources of positive information, such as strong home country economic growth. Using a sample of Chinese firms listing in the United States and employing the grade of membership (GoM) methodology to measure typicality, we find that: (1) firms with higher GoMs perform better on average; (2) venture capital backing yields greater price premiums for firms with lower GoMs; and (3) strong home country

conditions amplify IPO proceeds more for less typical firms. These findings refine understanding of foreign IPO performance under uncertainty.

Title: Does Multicultural Experience Help or Hinder Consulting Team Performance? Exploring Cultural Friction and Industry Expertise

Authors: Faezeh Alinaghizadeh (Old Dominion University)

Abstract: Management consulting firms permeate the the global business landscape and advise clients from a broad array of industries on high-value projects; with outcomes that can ultimately affect us all. This paper is the first to unpack how team-level multicultural experience, forming a hitherto overlooked form of human capital drives key performance indicators comprised of (a) solution innovativeness, (b) client satisfaction, and (c) financial performance. Drawing on and advancing strategic human capital theory, we make the case that team multicultural experience can cultivate more nuanced capacities for meeting client needs, facilitate more effective communication, and integrate diverse and innovative perspectives to spark novel recommendations. Further, we probe the critical role of cultural friction and aligned industry experience as human capital-based boundary conditions shaping the translation of team multicultural experience into value. Perhaps counterintuitively, we posit that moderate degrees of cultural friction are actually helpful for translating multicultural experience into project performance. This “goldilocks effect” is discussed in light of its implications for future research and practice.

Employee Identity at Work

1:30 PM - 2:45 PM

Regency G

Human Resources, Careers, and Development

Facilitator: David Arena (University of Texas, Arlington)

Title: Sources of Identity Affirmation: The Role of Social Self-Esteem in LGBTQ Employees' Well-Being and Turnover

Authors: Jerry Liu (University of Tampa), Maria Kraimer (SUNY University at Buffalo)

Abstract: LGBTQ employees face unique challenges in the workplace due to the stigmatized and often concealable nature of their identities. This study

draws on Self-Verification Theory to examine how identity affirmation from multiple workplace sources, coworkers, leaders, and the organization, shapes LGBTQ employees' workplace experiences through the mediating mechanism of social self-esteem. Using time-lagged survey data, we found that each source of identity affirmation significantly predicts higher levels of social self-esteem. In turn, social self-esteem was positively related to job-related positive affect and negatively related to turnover intention. Wald chi-square tests revealed no significant differences among the three affirmation sources, suggesting that support from peers, supervisor, and employer are equally vital in fostering LGBTQ inclusion. By positioning social self-esteem as a psychological bridge between identity-affirming environments and key work outcomes, this research contributes to the literatures on workplace inclusion and allyship. The findings offer practical guidance for organizations seeking to create affirming climates that not only support emotional resilience but also reduce turnover among LGBTQ employees. This study underscores the importance of identity-specific support in cultivating workplaces where LGBTQ employees are both recognized and retained.

Title: An Integrative Review of Veterans and Military-Connected Individuals in the Workforce

Authors: Daniel Peat (University of Cincinnati), Jaclyn Permann-Graham (Northern Kentucky University), Christopher Stone (Wichita State University)

Abstract: This study reviews six decades of research on veterans and military-connected individuals in the civilian workforce, conceptualized as those whose careers and identities are shaped by military institutions, including veterans, reservists, spouses, and dependents. We analyze 78 empirical and conceptual articles published across 36 journals, spanning the fields of organizational behavior, human resource management, strategy, and management education. The review is organized around four integrative themes: (1) the military (vs. civilian) environment for accumulating human capital; (2) structural and individual barriers to post-service transfer and transition; (3) the manifestation of military-acquired human capital across levels of analysis; and (4) enduring identity challenges and bias after labor market entry. We use Human Capital Theory as the central lens and incorporate Social Identity Theory and Person-Environment Fit Theory to explain how organizational perceptions influence the recognition and utilization of military-connected talent. Our findings reveal that while military-connected individuals bring distinctive human capital to the workforce, their value is often filtered through misaligned structures, social bias, and incomplete institutional support. We conclude with a conceptual model synthesizing these dynamics and offer a research agenda for future research.

Experience Sampling: Design and Measurement

1:30 PM - 2:45 PM

Think Tank

Professional Development Institute

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.

Facilitator: Nikos Dimotakis (Oklahoma State University)

Individual Differences and Stigma Management

1:30 PM - 2:45 PM

Studio 220 B&C

Organizational Behavior

Facilitator: Young-Kook Moon (Radford University)

Title: Dynamic Obesity Stigma at Work: A Longitudinal Study on Subjective Body Fatness, Self-Devaluation, and Task Performance

Authors: Shayan Nematgorgani (Louisiana State University), Michael Johnson (Louisiana State University)

Abstract: Management research has largely focused on static, categorical marginalized identities, such as gender or race, while ignoring dynamic,

continuous forms of marginalization like obesity. Addressing this gap, this study investigates the dynamic aspect of stigmatization by focusing on weekly changes in employee perceptions of body fatness. Building on stigma theory, we propose and test a multilevel model examining how short-term changes in subjective perceptions of obesity predict subsequent self-devaluation and job performance. Based on experience sampling methods, data collected from customer service employees over five weeks indicated that weekly increases in subjective body fatness significantly predicted increased self-devaluation, which in turn negatively impacted task performance. The relationships remained significant when controlling for stable, objective body fatness measures. However, variability in subjective fatness perceptions did not moderate these effects. This research contributes to stigma literature by highlighting the dynamic nature of marginalized identities and demonstrating that subjective, fluctuating experiences of stigma can meaningfully impact workplace outcomes.

Keywords:

Marginalized identities, Stigma theory, Subjective body fatness, Obesity, Task performance.

Title: The Impact of Employment Law Compliance on Older Worker Human Capital in Organizations

Authors: Valeria Alterman (University of Miami), Yixuan Li (University of Florida), Mo Wang (University of Florida), Niceson Sunil (University of Miami), Alexander Alonso (Society for Human Resource Management)

Abstract: While employment laws such as the Age Discrimination in Employment Act (ADEA) and broader Equal Employment Opportunity (EEO) regulations aim to protect workers from discrimination, little research has examined how organizations' compliance with these laws shape organizational climates, which in turn affects key employee outcomes. Taking an institutional logic perspective, we examine how the strategic importance that organizations place on employment law compliance (i.e., adherence to ADEA and EEO regulations) shapes the age diversity climate within the firm. We further investigate how this climate influences key outcomes related to older worker-specific human capital, namely retention difficulty and knowledge transfer. We tested our theoretical model using a unique large workplace dataset from the Society for Human Resource Management (SHRM) (N =3,772). We found that organizations placing greater strategic emphasis on employment law compliance were more likely to foster a positive age diversity climate. In turn, a more

inclusive age diversity climate was associated with reduced retention difficulty of older workers and increased knowledge transfer from them. Implications of these findings for theory and practice are discussed.

Title: A meta-analytic investigation of identity management tactics and well-being outcomes for concealable stigmatized identities

Authors: Peyton Berry (University of Memphis), Ashley Pearson (University of Memphis), Kyle Stockdall (The University of Memphis), Kristen Jones (University of Memphis)

Abstract: For more than 30 years, researchers have studied how an individual's choice in managing a concealable stigmatized identity affects their well-being. Despite consistent examination, inconsistent findings have prevented coherent theoretical advancement. We attribute this to two weaknesses of the field. First, a proliferation of identity management (IM) tactic frameworks impedes theoretical synthesis. Second, relevant boundary conditions are unable to be explored on the meta-analytic level. We tackle both issues by first condensing identity management tactic frameworks into one cohesive framework and then appropriately meta-analyzing their main effects relating to well-being. Additionally, we analyze individual tactics rather than aggregating them, producing nuanced understanding of variability across IM tactics. Our results suggest aggregate measures, which capture the generalized use of tactics, mask true effects due to the vast variability across the scale, failing to capture the specific implications of each tactic. Additionally, previous frameworks (i.e., Clair et al., 2005) posited revealing tactics would be associated with positive well-being outcomes; we find, however, that only integrating is associated with positive well-being. Implications for both organizations and individuals are discussed.

Innovative Teaching with Multimodal AI: Engaging Pedagogy & Efficient Assessment

1:30 PM - 2:45 PM

Teal

Professional Development Institute

Title: Innovative Teaching with Multimodal AI: Engaging Pedagogy & Efficient Assessment

Authors: Craig Armstrong, John Burr (Purdue University)

Abstract:

Artificial intelligence (AI) is poised to reshape how we teach and learn, particularly in the complex, dynamic worlds of entrepreneurship and strategic management. This workshop brings together two leading academics who have already begun to make innovative use of AI in the classroom, sharing insights into how you can use AI to transform your classroom.

AI holds the key to unlocking groundbreaking approaches to management education. Imagine posing nuanced, real-time simulations to students, using data analysis to personalize learning journeys, or creating interactive case studies that adapt to individual decisions. These are just a few examples of what AI empowers.

Language and Narratives in Entrepreneurship

1:30 PM - 2:45 PM

Regency A & B

Entrepreneurship and Innovation

Facilitator: Jackson Akor (University of Louisville)

Title: Limits of Nonverbal Passion in Shaping Viewer Engagement: Emotional Contagion and Entrepreneurial Influence on YouTube

Authors: **Fredrick Rice** (Morgan State University), Spencer Fraseur (Texas Woman's University)

Abstract: Despite the rise of video-based methods in studying entrepreneurial passion, the emotional contagion effects of nonverbal cues remain unclear. Without fully exploring the underlying cognitive mechanisms, prior scholarship has assumed that nonverbal passion invariably amplifies verbal passion. Drawing from digital communications, linguistics, and cognitive science, we analyze data from 230 YouTube-based entrepreneurial influencers to examine how nonverbal passion interacts with verbal passion to shape viewer engagement. Findings suggest that nonverbal passion enhances reflexive emotional engagement, such as likes, but has no significant interaction effect on cognitively effortful responses, such as comment sentiment. Moreover, entrepreneurs' increased financial discourse diminishes the impact of nonverbal passion on engagement. Lastly, we identify gender-based differences in how audiences process nonverbal passion, with men influencers experiencing a stronger negative

effect from information-based content. These insights contribute to the understanding of multimodal entrepreneurial communication and the cognitive pathways that shape digital engagement.

Title: Like Therapy but for Business: How Entrepreneurs Use Narrative Strategies to Navigate Ambiguous Market Categories

Authors: Hadi Shaheen (College of Charleston), Kamyar Goudarzi (School of Business, College of Charleston)

Abstract: How do entrepreneurs grow ventures in emerging fields where categories are ambiguous? Prior research has emphasized the importance of storytelling in entrepreneurship, particularly for acquiring resources and audiences' trust. Market category research, meanwhile, has highlighted how categories influence producers and are shaped by audiences' expectations. Yet, less is known about how entrepreneurs' narratives influence their ventures' trajectories and ambiguous market categories, such as business coaching. Drawing on a grounded theory analysis of 35 interviews with entrepreneurs, we identify six narrative strategies used to navigate and shape ambiguous market categories. Our findings extend theories of market category formation by showing how categories can be constructed relationally without institutional endorsement and how strategic authenticity and ambiguity serve as complementary market-building tactics.

Title: Crafting conversations: Exploring the language strategies of maker entrepreneurs for online stakeholder engagement

Authors: Jacob Waddingham (Texas State University), Debby Osias (Auburn University), Phillip Davis (Texas State University)

Abstract: A growing area of interest in the entrepreneurship literature explores the communal spaces where maker entrepreneurs interact, create, and sell their novel artifacts. Yet, we know surprisingly little regarding how these individual maker entrepreneurs communicate their entrepreneurial intentions to the maker community and how this communication affects their engagement with important stakeholders. In this research note, we draw from social categorization research to hypothesize how maker entrepreneurs' agency and communion language affect online stakeholder engagement. Using a unique dataset of 48 maker entrepreneurs, we find support for our theorizing. Our results reveal a negative relationship between agency language and online stakeholder engagement, whereas communal language is positively related to stakeholder engagement. Interestingly, the negative relationship between agency language and online stakeholder engagement is stronger for local maker entrepreneurs. Supplemental interviews with maker

entrepreneurs provide additional insights into their feedback-seeking behavior and networking within the maker community.

M&A: Money & Alignment

1:30 PM - 2:45 PM

Magnolia

Strategic Management

Facilitator: Sina Amiri (Georgia College & State University)

Title: Acquisitions and Rival Returns: The Role of Common Security Analysts

Authors: Kamyar Goudarzi (School of Business, College of Charleston), Dimitrija Kalanoski (University of Manchester Alliance School of Business)

Abstract: This study examines the influence of common analyst coverage between rivals and acquirers on how an acquisition impacts uninvolved rivals. While research has found both positive and negative influences of acquisitions on uninvolved rivals, it has overlooked the role of market participants such as security analysts in shaping rival outcomes. We argue that having analysts in common with an acquirer is positively associated with rival returns and that this relationship is strengthened when the acquirer is expected to gain more from the acquisition. Furthermore, rivals' analyst coverage and forecast dispersion negatively, and acquirer's analyst dispersion positively moderates the relationship. Using a large sample of close rivals in acquisitions by publicly listed acquirers in the US we find overall support for our arguments.

Title: Beyond individual leadership: The impact of joint CEO involvement on merger & acquisition success

Authors: Mirzokhidjon Abdurakhmonov (University of Nebraska Lincoln), Shavin Malhotra (University of Waterloo), Pengcheng Zhu (University of San Diego)

Abstract: This study examines how pre-deal engagement between acquiring and target firm CEOs influences post-acquisition performance. We theorize that active engagement by both CEOs reduces information asymmetry, fosters trust, and improves integration, resulting in enhanced post-merger outcomes. Additionally, we identify critical boundary conditions that shape

these effects. Specifically, CFO engagement amplifies the positive impact of CEO collaboration by enhancing financial transparency and alignment, while intense price negotiations and prior CEO ties can weaken these benefits due to their potential to detract from strategic focus or introduce biases. Using a hand collected dataset of U.S. M&As exceeding \$100 million from 2010–2020, we find robust evidence supporting our theory. This study advances M&A literature by shifting attention from individual CEO traits to relational interactions and their contingent effects on performance.

Title: LONE-INSIDER TARGET: A SCREENING THEORY PERSPECTIVE ON ACQUISITION PREMIUM AND POST-ACQUISITION PERFORMANCE

Authors: Hongkun Li (Auburn University), Michelle Zorn (Auburn University), Yeongsu Anthony Kim (University of North Carolina at Greensboro)

Abstract: Prior acquisition research has primarily emphasized financial and market-based information in explaining acquisition premiums. We propose that the target firm board structure serves as an informational screen that influences acquirer premium decisions and post-acquisition performance. Drawing on screening theory, we posit that when direct indicators of quality are limited, acquirers rely on board structure screens to reduce uncertainty. Specifically, a lone-insider board—where the CEO is the sole internal director—indicates governance strength and normative legitimacy, prompting acquirers to pay higher premiums and have better post-acquisition performance. Integrating role theory, we further suggest that when both acquirer and target firms possess lone-insider boards, role conflicts may arise during negotiations, leading to lower premiums and post-acquisition performance. Using data on S&P 1500 acquisitions from 2008 to 2022, we find that acquirers pay significantly higher premiums for targets with lone-insider boards and experience superior post-acquisition performance, but premiums decline when both firms share this board structure. Our study advances acquisition research by identifying board structure as a secondary governance screen, extends understanding of dyadic governance interactions, and offers a structural explanation for premium variation beyond financial metrics.

Sticky Floors, Glass Ceilings and a Burning House: Staying Calm and Focused during the Storm

1:30 PM - 2:45 PM

Regency C

Professional Development Institute

Title: Sticky Floors, Glass Ceilings and a Burning House: Staying Calm and Focused during the Storm

Authors: Janaki Gooty (University of North Carolina at Charlotte), Enrica Ruggs (University of Houston), Lillian Eby (University of Georgia), Cynthia Devers (Virginia Tech University), Lucy Gilson (University of New Hampshire), Sherry Thatcher (University of Tennessee)

Abstract: 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 (cf. Gooty et al., 2023). We will continue to focus on how early stage barriers known as the sticky floor problem (e.g., pregnancy discrimination: Little et al 2016) manifest into later stage glass ceilings (Gooty et al., 2023). 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 solutions, practical tips and strategies for a productive and fulfilling career and life in the academy. Further, given the multiple crises plaguing academia (e.g., firings/resignations of university presidents, loss of scientific funding) and systematic policies rolling back DEI initiatives, we draw upon the collective wisdom of women leaders on this panel, in sensemaking and offering pathways for generative scholarship in the academy.

Stress, Burnout, and Well-Being

1:30 PM - 2:45 PM

Dogwood

Organizational Behavior

Facilitator: Gabriela Rodriguez Contreras (University of Texas at Arlington)

Title: Managing Menopause at Work: How the Perceived Climate of Gender Inequity Influences Engagement and Exhaustion Through Identity Management and Perceived Belonging

Authors: Hillary Keltner (Florida State University), Samantha Paustian-Underdahl (Florida State University), Destiny Cole (Florida State University)

Abstract: Building on identity management theory and the belonging literature, this study examines how perceived workplace gender inequity and menopause identity centrality interact to shape identity management, belonging, and work outcomes among menopausal women. Using time-separated survey data from 412 full-time U.S. working women experiencing menopause symptoms, we find that perceived gender inequity is associated with lower revealing of menopause identity. However, the interaction between gender inequity and menopause identity centrality predicts revealing but not concealing strategies, with those for whom menopause is more central to their identity being more likely to reveal in inequitable climates. Furthermore, revealing menopause identity enhances belonging, which in turn predicts higher engagement and lower exhaustion. These findings highlight the role of workplace climate and identity centrality in shaping identity expression and well-being, emphasizing the need for inclusive organizational practices that foster belonging, engagement, and well-being among menopausal employees.

Title: Shifting Selves at Work: Daily Variation in Identification and Relationships to Burnout

Authors: Brent Reed (University of North Carolina at Charlotte), Alyssa McGonagle (University of North Carolina at Charlotte), Cliff Scott (University of North Carolina at Charlotte), David Woehr (University of North Carolina at Charlotte)

Abstract: Although identification at work is typically framed as a positive experience, scholars have increasingly called for greater attention to how it might paradoxically undermine psychological well-being. Emerging evidence suggests its relationships with burnout may be less consistent than previously assumed. However, most prior research has treated identification as a relatively stable construct. This study advances our understanding of the relationships between identification at work and burnout by examining two underexplored mechanisms: the temporal variability of identification and the moderating influence of factors within and beyond the workplace. We demonstrate that organizational, team, and professional identification fluctuate daily, and that previously established between-person relationships with burnout do not consistently hold at the within-person level—with higher daily professional identification predicting higher burnout. Additionally, affective rumination and psychological detachment moderated the effects of daily team identification, although in unexpected ways. Beyond these contributions, our findings underscore the need for greater theoretical clarity on professional identification and extend the study of identification at work

beyond core identity theories. They also suggest that organizations should consider implementing practical strategies that mitigate the risks of excessive professional identification.

Title: Can't Get It Out of My Mind: A Meta-Analysis of Antecedents and Outcomes of Work Rumination

Authors: John Zhang (Texas State University), Kui Yin (University of Science and Technology Beijing), Qian Xu 许倩 (北京科技大学), Peikai Li (Leeds University)

Abstract: Drawing on job demands and resources model (JD-R) and conservation of resources (COR) theory, we develop a comprehensive framework to meta-analytically investigate the antecedents and outcomes of two types of work ruminations. We also explore the interaction effects between job demands and resources on work ruminations, and identify the uniqueness of two types of work rumination by relative importance analysis. The results from 94 independent samples ($N = 42,330$) revealed that job demands (including challenge job demands and hindrance job demands) and resources (both job-related and personal) had positive and negative relationships with affective rumination, respectively. Follow-up analyses indicated that hindrance job demands accounted for a largest percentage of the variance in affective rumination. For problem-solving pondering, challenge job demands, job resources and personal resources are all positively correlated with problem-solving pondering, but hindrance job demands have no relationship with it. Additionally, challenge job demands accounted for a largest percentage of the variance in problem-solving pondering. However, we do not find the interaction effects between job demands and resources. With respect to outcomes, we found that affective rumination was negatively associated with psychological well-being, task performance and OCB, while problem-solving pondering has no relationship with well-being, but positively related to OCB. We conclude by discussing theoretical and practical implications of this study, as well as future research directions.

Title: The Sequential relationship between Job Embeddedness and Performance

Authors: Debjani Ghosh (UTRGV Robert C. Vackar College of Business and Entrepreneurship), Kohyar Kiazad (Monash University), Brian Cooper (Monash University), Tracy Shea (Monash University)

Abstract: Using conservation of resources (COR) theory, the present research tested a serial mediation model, in which job resources and

thriving, in turn, mediate the positive relationship of job embeddedness (JE) with work behaviors. Time-lagged data from 340 employees and their supervisors ($n = 111$) shows that job resources mediate the positive relationship of JE with thriving, which, in turn, mediates the positive relationship of job resources with in-role performance. The present findings are noteworthy because they establish important (though overlooked) psychological health benefits associated with JE and offer new and integrative insight into how job resources and thriving are related in the process linking JE with performance. Specific implications of these findings for theory and practice are discussed.

Teaching on Your Toes: Using Improv to Energize Your Classroom

1:30 PM - 2:45 PM

Studio 220 A

Professional Development Institute

Sponsored by Kennesaw State University

Facilitator: James Vardaman (University of Memphis)

Title: Teaching on Your Toes: Using Improv to Energize Your Classroom

Authors: James Vardaman (University of Memphis), **Harrison Brookie** (Alchemy Comedy)

Abstract: In this interactive workshop, Harrison Brookie from Alchemy Comedy in Greenville will introduce professors to foundational improvisational techniques designed to enhance classroom teaching. Through hands-on activities and reflective discussions, attendees will gain practical strategies for using improv techniques to energize their teaching practice with creativity and presence. No prior improv experience required, just a willingness to have fun and explore!

JOMSR Pub Crawl

1:30 PM - 4:30 PM

Regency H

Professional Development Institute

Presenter: James Combs (University of Central Florida), Rachel Frieder (University of North Florida), Julie Hancock (UNT), Maria Kraimer (SUNY University at Buffalo), Kevin Lowe (University of Sydney), Xavier Martin (Tilburg University), Tyge Payne (Texas Tech University), Hettie Richardson (Texas Christian University), Bill Schulze (University of Utah) and Lisa Schurer Lambert (Texas Christian University)

SMA Networking Break

2:30 PM - 3:00 PM

Prefunction Area

Sponsored by University of Texas Rio Grande Valley

Advance Job Performance Research

3:00 PM - 4:15 PM

Regency A & B

Human Resources, Careers, and Development

Facilitator: Mai Trinh (The University of Texas Rio Grande Valley)

Title: Breaking the Frame: Tests of Two Frame-of-Reference Interventions for Reducing Pro-Male Bias in Job Performance and Leader Behavior Ratings

Authors: Allen Gorman (University of Alabama at Birmingham), John Meriac (UMSL), Laurence Boitet (UAB), Joseph Himmler (University of Alabama at Birmingham), Tanya Contreras (UAB), Amanda McHugh (Multifamily Learning)

Abstract: Frame-of-reference (FOR) interventions are widely recognized for enhancing the quality of job performance ratings within organizations by reducing ambiguity in evaluations. Further, previous research suggests that job performance and leader behavior ratings may be influenced by gender bias. Through two theory-driven studies, we examined the efficacy of two

FOR-based interventions for improving the quality of job performance and leader behavior ratings in part by reducing the effects of pro-male bias. In the first study, we observed that FOR training is effective for reducing pro-male bias in performance ratings in a controlled laboratory setting. We found a significant interaction between the training condition and rater gender, wherein male raters assigned higher performance ratings to male candidates compared to female raters in the control condition. No significant differences were detected between male and female raters in the FOR condition. In the second study, a field quasi-experiment, we found that FOR scales were effective in reducing pro-male bias in leader behavior ratings in a sample of employed males. In the standard scale condition, male supervisors rated male employees significantly higher than female supervisors on several dimensions of leader behavior. Conversely, no significant differences were detected between male and female leader behavior ratings of male employees in the FOR-scale condition. These findings underscore the efficacy of FOR-based interventions for promoting more equitable evaluations of job performance and leader behavior by addressing and reducing pro-male gender bias while encouraging data-driven and behavior-based improvements to the evaluation of performance and leader behavior in organizations.

Title: The Star Talent Paradox: Balancing Leadership Specialization and Experience for Optimal Performance

Authors: Christopher Harris (University of Nebraska-Lincoln), **Lee Brown** (Texas Woman's University), Jennifer Manegold (Florida Gulf Coast University), Dennis Marquardt (Abilene Christian University), Spencer Fraseur (Texas Woman's University)

Abstract: This study examines the complex relationship between star talent and leadership specialization in project-based creative work. Drawing on a comprehensive dataset of 6,502 film projects spanning from 1977 to 2023, we develop and test a framework that explains how to optimize talent deployment decisions in creative contexts. We find strong evidence that star talent exhibits an inverted U-shaped relationship with project performance, with benefits that diminish and eventually become negative past optimal levels. Our analysis reveals that leader specialization has a non-linear effect on performance, with moderate specialists achieving superior outcomes compared to both extreme generalists and specialists. Furthermore, we show that leader specialization positively moderates the relationship between star talent and performance, with specialized leaders able to extract greater value from star talent than generalist leaders. We also find that leader experience serves as an important moderator, with experienced leaders requiring less star power to achieve comparable outcomes. Finally,

we demonstrate how these factors combine to predict the probability of exceptional project success. These findings advance our understanding of talent management and leadership in creative organizations, with significant implications for staffing decisions, talent development, and project team composition across knowledge-intensive industries.

Title: Pay Flexibility or Pay Shock? A Study of Earned Wage Access Experiences Using Text Analysis

Authors: Jessica George (Virginia Tech), William Becker (Virginia Tech)

Abstract: Earned Wage Access (EWA) programs are an emerging form of pay innovation that allow employees to access earned wages prior to the standard payday. While employers often frame EWA as a financial wellness benefit, there is limited research on how employees themselves experience and emotionally interpret these programs. We conceptualize EWA as a double-edged sword, offering immediate financial flexibility while potentially undermining pay satisfaction through cognitive biases. Using a deductive, theory-informed text analysis and sentiment analysis of over 900 Reddit comments, we investigate how employees frame their experiences with EWA. Findings reveal that while many employees express appreciation for flexible access to earnings, others report cycles of dependence and emotional consequences on their traditional payday, such as disappointment and surprise. Co-occurrence analyses suggest that positive and negative experiences often coexist within the same narratives. Our findings contribute to emerging research on pay system innovations by highlighting the complex outcomes associated with EWA use. Opportunities for future research on EWA are also discussed.

Diversity Theater or Real Change: Navigating the Gray Zones of Inclusion

3:00 PM - 4:15 PM

Magnolia

Social Issues and Ethics

Facilitator: Denise Robb (University of South Alabama)

Title: The Unintended Consequences of Developmental Diversity Management Programs on Employee Creative Process Engagement

Authors: Alondrea Hubbard (Rutgers University)

Abstract: Diversity researchers have long examined the outcomes of diversity practices. However, both positive and negative outcomes from diversity practices have not been thoroughly explained. Therefore, drawing from threat rigidity theory (Staw et al., 1981) and the unintended consequences of diversity framework (Leslie, 2019), this study proposes that “target” employees will experience an increase in the salience of their stigmatized identity, which sparks countervailing effects of exposure to developmental diversity management programs through competing mechanisms. On one hand, developmental diversity management programs can spark stereotype threat and, thus, affective rumination, that can compromise creative thinking. On the other hand, stereotype threat can boost problem-solving pondering that can increase creative thinking. It is also expected that the case for diversity (business vs fairness) can influence the likelihood of experiencing stereotype threat. Based on multimethod experimental (N = 353) and survey design (N = 93), I consistently find that developmental diversity management programs are positively associated with stereotype threat. Additionally, results support the mediating effect of developmental diversity management programs on stereotype threat and both forms of rumination. Finally, results support a moderating effect of case for diversity in the relationship between developmental diversity management programs and stereotype threat. Limitations and implications for diversity research and organizations are discussed.

Title: The Diversity Paradox: How CEO Masculinity Influences Women's Leadership Representation

Authors: Jasmine Kelley (Auburn University), Yeongsu Anthony Kim (University of North Carolina at Greensboro), Michelle Zorn (Auburn University)

Abstract: Calls for greater gender diversity in leadership have grown louder, yet surprisingly little is known about how CEO-level traits might quietly undermine these efforts. Drawing upon upper echelons theory and psychological reactance theory, this research delves into how CEO masculinity influences women's representation in top management teams (TMTs) and how formal diversity initiatives interact with these effects. CEO masculinity, a biological and behavioral characteristic increasingly studied in strategic leadership research, is introduced as a focal construct. We investigate the relationship between CEO masculinity, diversity initiatives, and women's TMT representation using a sample of U.S. firms that completed initial public offerings (IPOs) between 1995 and 2020. Specifically, we investigate the influence of formal diversity initiatives, intended to foster inclusion, on the relationship between CEO masculinity

and women's leadership representation. Our findings suggest that CEO masculinity negatively affects women's representation in TMTs and that the existence of formal diversity initiatives paradoxically strengthens this negative association. This research contributes to the limited empirical evidence on CEO biological traits and internal firm composition and introduces psychological reactance theory as a new lens to understand how the upper echelons' biological traits may inadvertently stall organizational inclusion efforts.

Title: How would you feel as a black woman? The impact of intersectional perspective taking on diversity training outcomes

Authors: Ashley Robinson (Towson University), Alex Lindsey (The University of Memphis), Kristen Jones (University of Memphis)

Abstract: Our research investigates whether diversity training geared toward taking the perspective of an intersectional group is more effective than training focused on a single marginalized identity. The present research focuses on one specific intersectional group (i.e., Black women). In doing so, perspective taking effects for a single stigmatized identity (i.e., Black employees and women) and an intersectional group (i.e., Black women) are examined. Utilizing a sample of profiled participants, our research investigates whether White male managers had less prejudiced attitudes toward Black employees, women, and Black women after taking the perspective of a stigmatized target. In a 4 (perspective taking: racial vs. gendered vs. intersectional vs. control) by 2 (mindset: growth vs. fixed) between-subjects design, racial, gendered, and intersectional perspective taking were compared to the control group. Results indicated there were no significant differences in the means among the perspective taking conditions and the control group on race-, gender-based, and intersectional attitudes. We then examined state empathy as an explanatory mechanism by which perspective taking positively impacts attitudes. Results revealed that state empathy mediated the relationships between each perspective taking condition and the dependent variables of interest. Finally, we predicted that growth and fixed mindset could be an important training characteristic in determining which participants are resistant to diversity training. No evidence was found for the moderating effect, suggesting that the indirect effects of racial, gendered, and intersectional perspective taking on race-, gender-based, and intersectional attitudes via state empathy were not stronger for trainees primed with a growth versus fixed mindset.

JOM: Writing Theory

3:00 PM - 4:15 PM

Regency C

Professional Development Institute

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

Star Wars Episode X. The Empire and The Rebels in the Boardroom.

3:00 PM - 4:15 PM

Dogwood

Strategic Management

Facilitator: Mary Beth Rousseau (Valdosta State University)

Title: Too Busy for Board Activism: Concurrent Activist Board Seats and Its Impact on Firm Strategic Change

Authors: Eugene See (Coastal Carolina University), Albert Ahn (Hong Kong Baptist University)

Abstract: This study examines how activist directors holding concurrent activist board seats influence firm strategic change, highlighting the behavioral dynamics between activist and incumbent directors. Building on alignment and legitimacy theories, we argue that concurrent board appointments may weaken activist directors' effectiveness by overextending their commitments, thereby reducing strategic change. Using a panel of 503 U.S. activist-targeted firms from 2010 to 2020, we find that firms with activist directors holding concurrent board seats experience significantly less strategic change than firms without such concurrent appointments. Our findings show that current activist employment mitigates the negative impact of concurrent board seats, and that financial orientation further conditions how incumbents perceive activist directors. In particular, non-financially oriented shareholders enable concurrent board seats to promote strategic change, whereas financial orientation weakens this effect. This paper advances behavioral perspectives on board activism by illustrating how director workload and shareholder motives influence board resistance to activist-driven change.

Title: From Dissent to Distinction: Strategy Uniqueness as CEOs' Response to Shareholder Dissent

Authors: Yiang Zhou (University of Miami), Wei Shi (University of Miami)

Abstract: This study examines the impact of shareholder dissent directed toward CEOs, captured by the ratio of votes withheld during the annual director elections, on a firm's strategy uniqueness as well as its associated financial performance. We argue that CEOs facing greater levels of shareholder dissent tend to adopt unique strategies because these strategies may lead dissenting shareholders to perceive that the CEOs are receptive to their feedback and are making greater efforts to enhance firm performance by altering strategic decisions and differentiating the firm from its industry peers. We also propose that the positive influence of shareholder dissent on strategy uniqueness will be weaker when there is stronger shareholder dissent directed toward outside directors. However, unique strategies undertaken by CEOs following higher levels of shareholder dissent will be associated with poorer operating performance. We present empirical evidence supporting our arguments based on a sample of S&P 1500 firms from 2008 to 2021. This study contributes to corporate governance research by highlighting CEOs' potentially self-serving strategic decisions in response to shareholder dissent.

Title: Mindful or Mind Is Full? How Activism Bandwagons Spur Action in Non-Targeted Firms

Authors: Hadi Shaheen (College of Charleston), Kamyar Goudarzi (School of Business, College of Charleston)

Abstract: Research shows that shareholder activism influences firms' actions. Yet studies have been limited to the influence of shareholder activism directly toward a focal firm. Considering that activism may have indirect effects on other firms, we argue that a firm's actions are influenced by observing successful activists' campaigns against their rivals in an effort to pre-empt being targeted themselves. We examine this indirect effect in the context of shareholder activism, drawing on the bandwagon effect to theorize how activism can trigger responses beyond the targeted firms. We propose that non-targeted firms also respond to distinct types of successful shareholder campaigns directed at peer organizations by altering their competitive actions and social responsibility initiatives, giving rise to activism-driven bandwagons. We discuss the implications of these effects for both business and society.

Title: Prior Activist Board Experience and Firm Strategic Change

Authors: Eugene See (Coastal Carolina University)

Abstract: Recent years have seen the appointment of activist appointed directors onto the boards of publicly traded firms. In taking a largely rational

stance explaining how such directors bring about activist change, existing literature has assumed for the behavioral implications that may follow their placement on boards. This study leverages upon theory involving alignment and legitimacy at the team level, and adopts a behavioral approach in theorizing about how prior activist board experience may affect activist appointed directors, as they seek to bring about activist change in firms. It finds that firms with activist appointed directors who possess activist board experience exhibit less firm change compared to those with activist appointed directors lacking such experience. Further, it finds that activist director commitment serves as a boundary condition that governs this relationship.

Team Processes and Group Dynamics

3:00 PM - 4:15 PM

Regency D&E

Organizational Behavior

Facilitator: Valeria Alterman (University of Miami)

Title: (RE)EXAMINING SHARED LEADERSHIP DYNAMICS IN SELF-MANAGED TEAMS: TASK AND RELATIONAL SHARED LEADERSHIP

Authors: **Natalia Lorinkova** (Penn State University), Radostina Purvanova (Drake University)

Abstract: We integrate arguments from shared leadership theory, adaptive leadership theory, and team development models to examine how task and relational shared leadership evolve over time, and how their developmental patterns shape team effectiveness. We propose that task shared leadership follows an inverted U-shape pattern, increasing earlier in team development and then declining as teams establish their autonomous approach to tasks execution. In contrast, we argue that relational shared leadership increases progressively over time, strengthening as team interactions intensify. We further expand our theorizing with arguments from the diversity literature to also investigate how demographic differences influence the development of task and relational shared leadership over time. We propose that more diverse teams experience lower levels of task shared leadership but exhibit a stronger long-term increase in relational shared leadership. Using longitudinal data and growth curve modeling, we empirically test these ideas in two independent studies. We find distinct trajectories for task and relational shared leadership, highlighting the shifting leadership needs of

self-managed teams as they mature. We link the temporal evolution of shared leadership to team effectiveness, and we also show how team diversity moderates these shared leadership development trajectories. We conclude with a discussion of the theoretical and practical implications of our findings, emphasizing strategies for optimizing the development of shared leadership in self-managed teams.

Title: Unraveling The Black Box of Teamwork Processes of Newly Formed Teams: A Dynamic Integration of Team Cognition and Team Affect

Authors: Hannah Diab

Abstract: Although evidence from the broader psychology literature points to the need for their integration, affect and cognition have evolved into distinct research domains within team research. Despite similarities and areas of overlap, team cognition and team affect have seldom been studied in conjunction. This is an unfortunate oversight as examining team cognition alongside team affect can offer a richer understanding of team processes, and their disconnect hinders the progress of their respective fields. Thus, our conceptual paper integrates team cognition and team affect to understand their interdependence over time. To do so, we introduce a conceptual framework that integrates cognitive and team processes as predictors of the emergent cognitive state of team mental models (TMMs). We incorporate a temporal perspective that depicts the dynamic nature of these processes. Our proposed conceptual framework yields several theoretical and practical implications, which are then discussed. We also put forth recommendations to stimulate future research on the integration of team cognition and team affect.

Title: Why some rise and others rejected: Unraveling leadership emergence through the lens of regulatory focus

Authors: Mengying Li (Binghamton University), Bryan Acton (Binghamton University)

Abstract: This work advances understanding of leadership emergence by introducing a social information processing perspective that enriches and extends existing relational, resource-oriented models. Building on DeRue and Ashford's leading-following process model, the current study leverages

social information processing theory to examine the influence of multilevel regulatory focus on the leadership emergence process. It is proposed that individuals' regulatory foci (promotion vs. prevention) shape how they selectively attend to and encode social cues, reflecting a bottom-up dynamic where "you see what you want to see." Simultaneously, group-level regulatory focus is posited to set the tone within the team, exerting a top-down influence that guides collective interpretations of social cues, thereby shaping patterns of claiming-granting behaviors and the emergence of collective leadership structures. The study further considers how contextual factors—including affective features (e.g., in-group favoritism), task characteristics (e.g., task complexity), and external shocks—modulate these social information processing dynamics. Finally, the evolution of individual and collective regulatory focus across team developmental stages is discussed, offering a pragmatic framework for unpacking the nuanced and dynamic process of leadership emergence in teams.

Virtual Work and Technology

3:00 PM - 4:15 PM

Regency G

Organizational Behavior

Facilitator: Destiny Cole (Florida State University)

Title: Leadership in Virtual Work: A State-of-the-Science Review

Authors: Fuhe Jin (The College of New Jersey), Jayoung Kim (Bernard M. and Ruth R. Bass Center for Leadership Studies, Binghamton University), Minjong Jun (James Madison University), Biying Yang (South Dakota State University), Huanxin Liu (Binghamton University), Chou-Yu (Joey) Tsai (Binghamton University, State University of New York), Shelley Dionne (Binghamton University - SUNY), Francis Yammarino (State University of New York at Binghamton)

Abstract: As virtual work becomes increasingly prevalent, leadership practices must adapt to effectively navigate the distinct challenges and opportunities of dispersed and technology-mediated environments. This state-of-the-science review examines 62 empirical studies on leadership in virtual work settings, encompassing telecommuting, virtual teams, and computer-mediated work. Utilizing a multilevel framework, we analyze leadership entities at the individual, dyadic, group/team, and organizational levels, identifying key contextual factors that influence leadership

effectiveness. Our findings reveal significant gaps in the application of traditional leadership theories, highlighting the necessity for emerging models and leadership traits and behaviors tailored to virtual contexts. This review also underscores the need for stronger alignment among levels of theory formulation, construct measurement, and data analysis to enhance inference accuracy. We advocate for a shift from focusing solely on the challenges of virtual work to also exploring its enabling features. Recommendations for future research include developing context-aware leadership strategies, integrating subjective experiences of virtuality, and expanding multilevel investigations to better guide leadership practices in dispersed, technology-driven workplaces. This comprehensive synthesis aims to inform both scholars and practitioners in fostering effective leadership within the evolving landscape of virtual work.

Title: Lights, Camera, Action! A Relationship Model of Camera Use in Videoconference Meetings

Authors: Katherine Karl (University of Tennessee Chattanooga), **Derron Bishop** (The University of Tennessee at Chattanooga), Joy Peluchette (Lindenwood University), Navid Aghakhani (The University of Tennessee at Chattanooga)

Abstract: This study focuses on participant perspectives of camera use (camera on vs. off) during videoconference meetings. Using a grounded theory analysis of 971 comments about camera use posted to online discussion boards, we identified several themes. As expected, some themes from prior literature emerged including that camera use is sometimes unnecessary and exhausting, while other themes highlighted the benefits of appropriate camera use on communication quality and relationship building. We focused on these latter perspectives to construct a relationship model of camera usage in videoconference meetings. We uncovered participant perceptions suggesting that camera use (or non-use) has image- and relationship-altering potential. Our analysis led us to connect camera use during videoconferencing to the literature on incivility, isolation, and trust. Our model also suggests a substantial need to understand the importance of contextual factors and to build a culture that supports a sense of readiness to collaborate among videoconference participants.

Title: Mixed versus Traditional Multiple Team Membership Configurations: A Moderated Mediation Examination of Team Identification and Intragroup Conflict

Authors: Ozias Moore (Lehigh University), **Ali Mchiri** (Sam Houston State University), Azucena Grady (Texas Tech University), Bach Le (Lehigh University)

Abstract: Multiple Team Membership (MTM) configurations —where individuals simultaneously serve on more than one team—significantly influence team dynamics, yet their impact on team satisfaction through team identification and intragroup conflict remains understudied. Drawing on social identity theory and social comparison theory, we examine how different MTM configurations affect team satisfaction, focusing on mixed MTM arrangements where half the members belong to multiple teams while others maintain single-team membership. Using a sample of 97 four-person teams (N = 388) randomly assigned across three conditions (mixed MTM, traditional MTM, control), we manipulated team configurations and collected data during 90-minute sessions. Results revealed that mixed MTM configurations led to lower team satisfaction compared to traditional MTM arrangements, yet enhanced team identification. The relationship between team configuration and satisfaction was mediated by team identification, with mixed MTM configurations increasing identification, which in turn positively influenced satisfaction. Additionally, intragroup conflict moderated the relationship between team identification and satisfaction, such that the positive relationship weakened at higher levels of conflict. The indirect effect of mixed MTM configuration on satisfaction through team identification was also contingent on conflict levels, with the positive indirect effect being strongest under low conflict conditions and diminishing as conflict increased. This research advances the understanding of MTM dynamics by revealing the complex interplay between team configuration, identification, conflict, and satisfaction. Our findings challenge assumptions about mixed MTM arrangements and provide insights into how team membership patterns influence outcomes, extending theory beyond traditional multiple-team environments while offering practical implications for contemporary team management.

Crisp and Fuzzy Set Qualitative Comparative Analysis (QCA)

3:00 PM - 4:30 PM

Think Tank

Professional Development Institute

This PDI offers an introduction to crisp and fuzzy set Qualitative Comparative Analysis (QCA), a configurational theoretical and methodological approach that is well suited to study a range of management phenomena. In this

session I will introduce QCA's set theoretic foundations and configurational logic; illustrate the empirical application of crisp set (csQCA) as well as fuzzy set (fsQCA) approaches; summarize best practices for all steps of QCA research designs; and discuss these approaches' potential for management research.

Presenter: Thomas Greckhamer (Louisiana State University)

My Favorite Things

3:00 PM - 4:30 PM

Teal

Professional Development Institute

Anyone who has been teaching for a while has at least one never-fail activity, assignment, or syllabus policy in their toolbox. Maybe it's an icebreaker to kick things off each semester, a team project contract to cut down on interpersonal conflict, an app for taking attendance, or a TED Talk that perfectly illustrates a concept from your class. Whatever it is, we're sharing our secrets! Come see other's favorite things in this year's new teaching track session format!

Facilitator: Timothy Madden (East Carolina University)

Title: Playing with Words, Building with Spaghetti, Watching Romantic Comedies: Three Activities for Teaching About Teams

Authors: Eric Kushins (Berry College - Campbell Sch of Bus)

Abstract: Each year I teach five sections of the Principles of Management to approximately 135 students at my small liberal arts college. While the course is mainly comprised of students who are management and other business majors and minors, approximately 25% of the students are non-business majors who take the course to "learn something about the business world." Given this class composition, I aim to teach core management principles to be understood as applicable to a wide range of settings—not just in the workplace, but on sports teams, religious institutions, one's household, etc. When covering the material related to teamwork, I have employed two short, in-class team-based assignments as well as an individual written assignment to be completed outside class. Over the years I have received very positive feedback around this collection of activities, which students generally find to be engaging, thought-provoking and fun.

Title: Structured flexibility: A win / win approach to compassion for students and faculty

Authors: Timothy Madden (East Carolina University)

Abstract: My favorite thing is an approach to course design I call "structured flexibility." Drawing on literature from organizational compassion and idiosyncratic deals, structured flexibility acknowledges that students will encounter personal problems over the course of the semester that will ultimately impact their ability to submit work on time. A structured flexibility approach provides a way for students to solve their own personal problems by recognizing that most unplanned requests for compassion and accommodation are requests for more time. This presentation will demonstrate simple ways for faculty to make course assignment structures more flexible without increasing their grading burden. It will also highlight the role that structured flexibility has on end-of-semester course evaluations and on student assignment completion rates.

Title: Optional Online Office Hours (OOOH!) in Asynchronous Learning: My Favorite Thing

Authors: Thomas Conklin (Georgia State University)

Abstract: Instructors of asynchronous classes face the ongoing challenge of fostering spontaneous, supportive, and relational interactions with their students. This session examines the declining impact of traditional office hours and introduces an emerging instructional response: Optional Online Office Hours (OOOH!) and our experiences across multiple semesters with asynchronous courses. OOOH!, a drop-in synchronous practice, may restore instructional presence, enhance student agency, and support peer learning in a way equivalent to traditional office hours. The paper concludes with practice-based insights needed to guide implementation in the virtual classroom.

Title: A Scaffolded Activity to Teach External Environment PESTEL Analysis in Undergraduate Strategic Management Class

Authors: Phyu Phyu Myint (Indiana University East)

Abstract: This paper introduces a structured, three-phase classroom activity designed to help students internalize the PESTEL framework through physical movement, group collaboration, and critical reasoning. Moving away from passive quizzes and the completion of worksheets, this active learning

activity uses printed sheets of PESTEL factors, a whiteboard, justification-based peer feedback, and a class discussion to improve comprehension and engagement. Students not only categorize external factors but also critically analyze misplacements and explore how PESTEL factors affect specific industries. This hands-on approach promotes deep understanding, student engagement, and systems thinking. The approach is scalable, adaptable, and supports higher-order thinking skills. It also meets the five key elements of high-impact practice.

Title: My Favorite Thing: Review Questions

Authors: Leann Caudill (Coastal Carolina University)

Abstract: To optimize learning in the classroom, I provide review questions from the previous lecture content to my undergraduate management students. The review questions help me as an instructor to see which topics my students are remembering and which topics they are not. Overall, my students find the review questions helpful in the course.

Title: Turning Critique into Curiosity: How Trash-Talking HR Helps Me Teach HR

Authors: Jeanne Holmes (Duke University)

Abstract: Teaching human resource (HR) management fundamentals to students from non-HR disciplines presents a unique pedagogical challenge. Students often arrive with limited exposure to HR concepts coupled with preconceived notions or skepticism regarding the function's strategic importance. Although most students choose the elective course out of genuine curiosity, many bring critical assumptions rooted in popular media portrayals, workplace anecdotes, or prior academic experiences that prioritize other business disciplines over HR.

To address these assumptions constructively, I open the course with a candid, critical discussion grounded in the article "Why We Hate HR" (Hammond, 2005). This choice is purposeful: rather than shielding students from the critique HR faces, we confront them directly from the outset. This technique fosters a psychologically safe environment where students are encouraged to voice concerns, biases, and misconceptions openly. It also immediately activates critical thinking skills essential for evaluating complex organizational systems. By combining psychological safety, experiential learning, and critical thinking development, this activity lays a strong foundation for the rest of the course and helps students engage meaningfully with the evolving role of HR in modern organizations.

Title: My favorite thing: Building a strategy through construction

Authors: Rajdeep Kaur (Auburn University)

Abstract: This submission presents a favorite classroom activity designed to teach strategic thinking and operational decision-making through an interactive construction simulation. Students act as construction companies, managing budgets, purchasing materials, and building houses under competitive conditions. The exercise reinforces critical concepts such as resource management, adaptation, leadership, and profitability under constraints.

The Essentials of Self Defense

3:00 PM - 4:30 PM

Studio 220 A

Professional Development Institute

Presenter: Jared Allen (University of Central Florida) and Don Kluemper (Texas Tech University)

Title: The Essentials of Self Defense

Authors: Don Kluemper (Texas Tech University), Jared Allen (University of Central Florida)

Abstract: 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.

SMA Business Meeting

5:30 PM - 6:30 PM

Regency A & B

SMA Presidential and Hunt SOSA Award Reception

6:30 PM - 8:30 PM

Regency D&E

Sponsored by University of Tennessee Knoxville, University of Tennessee Chattanooga, and Louisiana State University

Dinner Out at Soby's- Pre-registration Required

8:00 PM - 10:00 PM

Soby's

Professional Development Institute

Looking for a more relaxed way to connect with fellow SMA members? Join us Thursday night from 8:00 to 10:00 p.m for a special Professional Development Institute (PDI) offsite event: a Dinner Out at Soby's, one of Greenville's premier restaurants.

This evening offers the perfect blend of great food, fine wine (if you choose), and interesting conversation.

SMA Late Night Networking: An Academic Trivia Challenge

8:30 PM - 10:30 PM

Regency A & B

Sponsored by Parker College of Business Georgia Southern University

Facilitator: Paul Johnson (University of Mississippi), Micki Kacmar, Jim Lemoine

Friday, October 24

Southern Bistro

8:00 AM - 9:00 AM
Prefunction Area

Conference Registration and Solutions Desk

8:00 AM - 4:00 PM
Registration Desk
Registration Desk sponsored by the University at Buffalo

SMA Quiet Space

8:00 AM - 4:00 PM
Boardroom

Taking the lead from AOM this year, SMA is instituting a Quiet Space for people who need a calm space to reset and recharge. This room is free from bright lights, loud sounds, and the bustle of a busy conference. If you need a minute of restoration, stop by and take advantage of comfortable seating and a calm environment. All attendees are welcome to use this space as needed—no explanation required. Please help maintain a peaceful atmosphere by keeping voices low, silencing devices, and avoiding strong scents or disruptive behavior.

Pop-Up Meetings

8:00 AM - 4:30 PM
Redbud

Need someplace to meet with colleagues about research? We've reserved this space for you to be able to discuss and concentrate on the work at hand.

Pop-Up Meetings

8:00 AM - 4:30 PM

Gardenia

Need someplace to meet with colleagues about research? We've reserved this space for you to be able to discuss and concentrate on the work at hand.

SMA Exhibitors

8:00 AM - 4:30 PM

Prefunction Area

Community Engagement for Collaborative AI Learning and Use

9:00 AM - 10:15 AM

Studio 220 B&C

Professional Development Institute

Title: Community Engagement for Collaborative AI Learning and Use

Authors: **Kris Irwin** (Old Dominion University), Justin DeSimone (University of Alabama), Jasmine Kelley (Auburn University), Andrew Hanna (University of Nebraska-Lincoln), Debby Osias (Auburn University), Jay O'Toole (Old Dominion University), Jacob Waddingham (Texas State University)

Abstract: This PDI addresses the increasing use of generative AI among college students, with over 90% of students employing AI in 2025 for various academic tasks. By participating in this PDI, SMA members will gain insights into how to effectively integrate AI into their research and teaching while mitigating the risks of academic misconduct. The PDI is divided into three parts: a panel discussion featuring scholars sharing their AI experiences, breakout sessions on topics around AI in teaching and research, and final takeaways for how we can further build a supportive AI community.

Contextualizing OB Research: The Family Firm Setting

9:00 AM - 10:15 AM
Regency A & B
Professional Development Institute

Title: Contextualizing OB Research: The Family Firm Setting

Authors: Melanie De Ruiter (Nyenrode Business Universiteit), **Benjamin McLarty** (Louisiana Tech University), Denise Rousseau (Carnegie Mellon University)

Abstract: This PDI aims to inform and actively engage attendees in a discussion on how to expand the theoretical and empirical understanding of OB research in family firms. Through a lively exchange with attendees, the goals are to encourage contextualized OB research between family and non-family firms and within and across family firms by a) raising awareness about the importance of the development and use of theories of context, b) encouraging the development of universal measurements to be used across family and non-family firms to enable meaningful comparisons, and c) stimulating the exploration of emic concepts within and across family firms.

Organizational Behavior Interactive Presentations

9:00 AM - 10:15 AM
Regency C
Organizational Behavior

Facilitator: Stephanie Kunst (Baylor University)

Title: When Pressure Drives Embeddedness: A Three-Way interaction of Citizenship Pressure, OCB Fatigue, and Job Interdependence

Authors: **Yilu Wang** (Troy University), Ying Schwarte (Troy University)

Abstract: This study investigates the relationship between citizenship pressure and organizational embeddedness, with a focus on the moderating roles of citizenship fatigue and job interdependence. Drawing on job demands and resources (JD-R) theory, we propose a three-way interaction model suggesting that citizenship pressure positively influences organizational embeddedness when employees possess sufficient personal and contextual resources. Data were collected from 536 employees across

two time points spaced approximately two weeks apart. The results support our hypotheses. Citizenship pressure was positively associated with organizational embeddedness, with the strongest effect occurring when both citizenship fatigue and job interdependence were low. Conversely, when citizenship fatigue was high and job interdependence was low, the relationship became negative. These findings underscore the critical joint effects of personal and contextual resources in shaping how employees respond to citizenship pressure.

Title: How Beneficiary Contact Mitigates the Downstream Impact of Work-Family Conflict on Sales Performance

Authors: Ben Fagan (Management Department, University of Cincinnati), Scott Dust (University of Cincinnati), Minya Xu (Peking University), Beini Liu (Beijing Technology and Business University)

Abstract: Prior research suggests that the resolution for minimizing the impact of work-family conflict (WFC) on employee performance is to focus on recalibrating the demands and resources between the two domains. We suggest that an alternative pathway for mitigating this detrimental impact is to facilitate work-family identity integration. Specifically, we hypothesize and find support for a model whereby higher levels of beneficiary contact mitigate the negative impact of WFC on employee's sales performance through identity integration and customer orientation. By highlighting the mechanisms underlying identity integration this research offers theoretical and practical implications for research specific to WFC, beneficial contact, and sales performance.

Title: Too Soon, Too Late: A Multiphase Model of Temporal Leadership Linking Leader Precrastination, Procrastination, Temporal Resource Utilization, And Follower Feedback

Authors: Jie Guo (University of North Georgia)

Abstract: Temporal leadership plays a critical role in coordinating team activities (Maruping et al., 2015), yet leaders' maladaptive time-use behaviors remain underexplored. This paper examines precrastination and procrastination as prototypical maladaptive temporal behaviors and theorizes how they shape leader-imposed temporal structures and affect followers' functioning. Drawing on a three-episode, multiphase model, I identify four distinct temporal resource mechanisms—exploitation versus compression (initiated by precrastination), and exploration versus suppression (initiated by procrastination)—to distinguish purposeful from non-purposeful time use. The model highlights how these behaviors

influence scheduling, synchronization, and allocation, and how followers engage in appraisal, sensemaking, and feedback to interpret and co-construct leader-imposed temporal structures. By integrating perspectives from temporal leadership, resource utilization, and attribution theory, this study advances a dynamic, socially embedded view of temporal leadership and offers eleven propositions to guide future empirical research.

Title: MOTIVATED TO AVOID FAILURE? INSECURE STRIVING AND SECURE NON-STRIVING IN THE WORKPLACE

Authors: Brian Gregory (Northern Arizona University), Charn McAllister (Northern Arizona University), M Albritton (Northern Arizona University)

Abstract: This study explores striving to avoid inferiority in the workplace and its consequences for employee wellbeing. Striving to avoid inferiority comprises both insecure striving where employees feel like they must succeed to be valued by others, and secure non-striving where employees feel valued regardless of their performance (Gilbert, McEwan, Bellew, Mills, & Gale, 2009). The purpose of this paper is to examine the impact of insecure striving and secure non-striving on employee well-being both at home and at work. Online surveys were completed by 244 working adults in the United States. Analyses were performed using Model 14 of the Hayes (2013) PROCESS macro to test study hypotheses. Results indicate that insecure striving has a positive association with emotional exhaustion, while secure non-striving is negatively associated with emotional exhaustion. Emotional exhaustion, then, mediates the relationship between striving to avoid inferiority and work-family conflict. An additional job resource, self-regulation, was also found to moderate the association between emotional exhaustion and work-family conflict such that the relationship was stronger when self-control was higher. The results of this study enhance understanding of employee wellbeing in the workplace by providing a deeper understanding of how striving to avoid inferiority serves as both a job demand and job resource that substantially affects employees' emotional capacity with consequences for work and home life. This represents a unique contribution to the understanding of the negative consequences of certain types of motivation.

Title: Decoding Remote Work Intensity-Intentions: A Configurational Analysis of Conditions Shaping Intentions

Authors: Beatrice Schuldt (University of Muenster), Julia Backmann (University of Muenster)

Abstract: The shift to remote work, accelerated by the COVID-19 pandemic, has uncovered a spectrum of challenges and opportunities, altering traditional work dynamics. This paper investigates the underlying factors influencing employees' preferences for remote work and the intensity they prefer to engage in it. We use the Theory of Planned Behavior (TPB) as the theoretical framework to explore how various factors shape employees' remote work intensity-intentions (RWI-I). We employed a two-step research methodology: initially conducting 35 qualitative semi-structured interviews to identify key influences on RWI-I, followed by a fuzzy-set Qualitative Comparative Analysis (fsQCA) to assess how combinations of identified factors lead to high RWI intentions. Our findings reveal that constraints, life factors, organizational politics, and work-related factors play pivotal roles, though their interplay varies among individuals. This research contributes to a nuanced understanding of remote work preferences. We contribute to the TPB by applying its theoretical framework to identify remote work intentions. Moreover, we identify and analyze the combinational relevance of eight conditions affecting RWI-I.

Title: Assumed Political Incongruence between Supervisors-Subordinates, Impression Management, and Employee Outcomes: The Moderating Role of Perceptions of Organizational Politics

Authors: Selinay Civit (University of North Texas), Julie Hancock (UNT), Danielle Cooper (University of North Texas)

Abstract: Discussing politics or expressing political ideologies at work is still considered a "taboo". Past research has not thoroughly investigated the assumed political incongruence between subordinates and supervisors; however, given the increased prominence and polarization of political issues in society, it is important to better understand. Drawing upon person-environment (P-E) fit theory, this paper presents a model investigating the degree of assumed political orientation incongruence (APOI) between supervisors and subordinates, and the subsequent effects of said incongruence on subordinate impression management, job performance, job satisfaction, and turnover intentions. The moderating effects of perceptions of organizational politics (POPs) on the relationship between APOI and impression management were also examined. Using three-wave time-lagged data from 438 full-time U.S. employees, the results demonstrated that APOI was negatively related to impression management. Also, while impression management was positively related to job satisfaction and turnover intentions, it was not significantly related to job performance. The results are discussed in terms of their theoretical and practical implications, as well as suggestions for future research.

Title: AI Usage, Emotional Labor and sales performance: The Moderating Role of Challenge versus Hindrance Appraisal

Authors: Xiaoyu Liu (University of International Business and Economics), **yongmei Liu** (Illinois State University)

Abstract: Drawing on existing research of AI in sales management, emotional labor, and the cognitive appraisal theories of stress, we propose that salespeople's use of AI at work enhances job performance by increasing deep acting and reducing surface acting. We further suggest that the cognitive appraisal of AI usage in the selling process moderates this indirect relationship between AI usage and sales performance. Data collected from 398 Chinese salespeople and their supervisors provided empirical support for the proposed research model. Specifically, we found that AI usage was positively associated with deep acting and negatively associated with surface acting. In turn, deep acting was positively related to sales performance, while surface acting was negatively related. The findings indicate that emotional labor strategies mediate the relationship between AI usage and sales performance. Moreover, as predicted, cognitive appraisals of AI usage significantly influenced this indirect relationship. Specifically, when salespeople appraised AI usage as a challenge (hindrance) stressor, the indirect relationship was stronger (weaker). Overall, the findings support the performance-enhancing role of AI in sales and highlight the importance of fostering positive perceptions of AI among sales professionals.

Title: The Paradox of Citizenship Pressure: Voluntary Yet Expected

Authors: Young Eun Lee (Florida State University), Saehee Kang (Florida State University), **Michael Paik** (Florida State University)

Abstract: Organizational citizenship behaviors (OCBs) are intended to be voluntary, yet workplace encouragement can blur the line between discretionary and expected behaviors, creating citizenship pressure. While prior research primarily links citizenship pressure to negative outcomes, workplace demands are not necessarily linked only to negative outcomes. Drawing on stress appraisal theory, we propose that employees' appraisals of citizenship pressure—as either a challenge or a threat—explain its divergent effects on workplace outcomes. Furthermore, we theorize that gender moderates these processes, such that women are less likely than men to perceive citizenship pressure as a challenge due to heightened communal expectations. Using a multi-wave, time-lagged study of 172 full-time employees and a supplemental gender-balanced recall study, we found that citizenship pressure was positively associated with threat emotions. However, we also found that women were less likely than men to experience citizenship pressure as a challenge. Of importance was that since challenge emotions, but not threat emotions, mediated the relationships between

citizenship pressure and three key outcomes—organizational citizenship behavior directed toward individuals (OCBI), resilience, and withdrawal. Thus, citizenship pressure resulted in more negative downstream effects on women compared to men. These findings highlight the importance of considering the appraisal processes and gender when evaluating the impact of citizenship pressure. We contribute to the citizenship behavior and gender literatures by uncovering how and for whom citizenship pressure leads to differential workplace experiences, and offer practical implications for organizations seeking to encourage discretionary behaviors without inadvertently creating inequities.

Title: All About That Balance: Friendship, Advice and Multiplex Social Network Ties and Similarity in Work-Life Balance

Authors: Thomas Zagenczyk (North Carolina State University), **Sara Krivacek** (James Madison University), Scott Soltis (University of Kentucky), Russ Marion (Clemson University), Gail DePriest (Clemson University MBA), Jane Layton (Clemson University)

Abstract: Work-life balance (WLB) is based on an employee's perception, attitude, and decisions about their work and non-work roles. We argue that WLB is relational in nature: employees learn ways to balance work and non-work roles through modeling the behaviors of others in their social networks. Specifically, we argue that the social learning that occurs through direct interaction of friendship, advice and multiplex ties and observation of others in similar network positions (structural equivalents) will be related to similarity in WLB. Our results show that employees have similar WLB to their friendship and multiplex ties, and dissimilar WLB to others structurally equivalent to themselves. Further, employees tend to have more similar WLB perceptions to those of multiplex ties than to friendship or advice ties, which suggests that the combination of friendship and advice is more important as a source of learning than either of these ties on their own. Theoretical and practical implications, as well as future research directions, are discussed.

Title: Shared Tables and Shifting Perspectives? How Leader-Follower Commensality Shapes Followers Behaviors Based on Power Distance Orientation

Authors: Hannah Diab

Abstract: In this conceptual paper, we examine the role of leader-member commensality (i.e., eating together with followers) as a social tool for driving follower behavior toward the leader. Against the backdrop of leadership's

shift toward communal and relational approaches (Zander et al., 2012; Avolio & Gardner, 2005), this study explores how leader-member commensality frequency shapes follower perceptions and behaviors, yielding both potential benefits (e.g., increased helping) and drawbacks (e.g., heightened undermining). While leaders often use shared meals to foster rapport and project humility and approachability, we argue that the effectiveness of such interactions is context-dependent, particularly when viewed through followers' cultural lens, particularly their power-distance orientation. Responding to calls for culturally grounded leadership models, we draw on Implicit Leadership Theory (ILT) and posit that for low power-distance followers, commensality enhances perceptions of leader prototype fit and effectiveness prompting helping behaviors and decreasing undermining behavior, while for high power-distance followers, it may diminish perceptions of leader prototype fit and effectiveness increasing undermining tendencies and decreasing helping behavior.

Title: I like the bots but my employer doesn't! An examination of AI status incongruence

Authors: Brian Webster (Xavier University), **Marcie Lensges**, Jarrod Humphrey (Xavier University)

Abstract: The impact of generative AI has allowed companies to reduce their workforce, increasing productivity and efficiency while simultaneously causing some employees to fear job loss and respond negatively to AI use. Contrarily, anecdotes suggest some employees feel thwarted by organizational policies prohibiting AI use and thus turn to using the efficiencies and capabilities of AI in secret. We examine the impact of these incongruencies in employee-organization AI workplace status on organizational obstruction and employment insecurity through the mediating effect of psychological safety. Via polynomial regression and response surface methodology, our results suggest that, when employees and organizations hold differing views of AI, negative individual and organizational outcomes increase due to fears created by the incongruencies.

A Change Is Gonna Come: Promoting Just and Inclusive Approaches to Management Education

9:00 AM - 10:15 AM

Regency H

Innovative Teaching and Research Methods

This session explores transformative ideas related to fostering justice and inclusivity as educators in our approach to management education. The featured papers bring to light the importance of challenges stemming from ingrained assumptions, social class disparities, and societal issues that are impacting both student and instructor experiences in the management education space. Together, these works offer insights and needed calls for creating more equitable learning environments that empower all students to thrive.

Facilitator: Brandon Fogel (University of Nebraska-Lincoln)

Title: Beyond Taste: How Embodied Experiences Facilitate Unlearning in MBA Classrooms

Authors: Klavdia Evans (St. Mary's University), Rob McKee (University of Houston-Downtown), Natalia Ryng (St. Mary's University)

Abstract: While unlearning has been widely recognized in organizational literature, its application within management education, particularly for MBA students, remains underexplored. MBA students often enter the classroom with deeply ingrained understandings of key constructs—shaped by professional experiences, anecdotal insights, and media narratives. While these pre-existing assumptions hold value, they can sometimes clash with evidence-based management scholarship, posing a significant pedagogical challenge: facilitating transformative unlearning to enable students to critically re-examine their assumptions and adopt more nuanced perspectives. We address this gap by investigating whether embodied experiences can serve as effective tools for fostering unlearning in management education. Our study provides evidence of the interplay between three types of engagement—physical, cognitive, and emotional—offered by embodied experiences and the three sequential steps of transformative unlearning: receptiveness, recognition, and grieving. Notably, our findings reveal that emotional discomfort, rather than being a hindrance, serves as a necessary condition for transformative unlearning. Moreover, the integration of physical, cognitive, and emotional engagement emerges as a critical factor in enabling MBA students to achieve deep cognitive insights. This inductive study advances theoretical discussions on unlearning and embodied cognition while offering practical pedagogical tools for fostering meaningful and transformative learning experiences in management education.

Title: Post-COVID Observations of Social Class Differences in the Management Classroom

Authors: **Leslie Campbell** (Southern New Hampshire University), Miriam Plavin-Masterman (Worcester State University)

Abstract: Ample research exists addressing the implications of social class differences and their impact on a student's college experience. However, research in management education rarely addresses social class. This paper revisits the results of quantitative surveys administered to management students at two Northeastern four-year institutions in 2018 and lays the groundwork for a new study. The new set of data is currently being collected and will be analyzed in the fall of 2025 to determine what impacts, if any, the COVID pandemic had on the students' college experience. The researchers anticipate different results as they relate to the college experience despite some possible similarities in the demographics of the two populations. Included in this paper are the data and discussion from the previous study which highlight the differences between the two original groups, how they responded to certain learning approaches and the distractions they faced due to living arrangements. Key findings from that study included the students' view towards their education – relational versus transactional – based on the institution they attend. Implications on pedagogical approaches based on the original study are also included. Additional, albeit limited, literature on COVID's impact on college students is also included in this paper as well as the methodology planned for the new study.

Title: Beyond Performative Allies: Adopting a Liberatory Consciousness in the Business Academy

Authors: **Oscar Jerome Stewart** (University of San Francisco), Vero Rabelo (San Francisco State University), Phylcia Taylor (Florida A&M University), Tsedale Melaku (Zicklin School of Business, Baruch College, City University of New York), Robert Bonner (San Francisco State University)

Abstract: The combined threats of state-sponsored racial violence and descent into fascism, the COVID-19 pandemic, and climate change have contributed to increasing levels of injustice. Such precarity threatens the well-being of our communities, particularly those who are most vulnerable to these threats. Even though leaders of many business schools continue to take a vocal stance against these threats, the business school exists as both origin and hotbed of organizational injustice. Despite this paradox, we believe it is possible to transform business schools into spaces where people can learn how to identify and redress injustice. To address this possibility, we draw on Barbara Love's concept of liberatory consciousness, a framework

to help people foster institutional change with respect to equity and justice. We provide an overview of impediments to adopting liberatory consciousness in business schools, strategies for overcoming these challenges, and the benefits of adopting liberatory consciousness despite and amidst these challenges.

Corporate Leadership and Crises: Sin, Spin, and Narcissism

9:00 AM - 10:15 AM

Regency G

Strategic Management

Facilitator: Andrew Garofolo (Georgia Southern University)

Title: The Effect Of CEO Functional Background on Corporate Misconduct

Authors: **Anmol Pandey** (University of Texas Rio Grande Valley), Michael Abebe (The University of Texas Rio Grande Valley), Wonsuk Cha (Governors State University)

Abstract: Strategic leadership scholars have long established that the functional background of chief executive officers (CEOs) influences their strategic choices and firm performance. What remains less understood is to what extent their functional background prevents (or inadvertently facilitates) corporate misconduct. We investigate whether corporate misconduct incidents vary among firms led by generalist and specialist CEOs. Leveraging research that shows generalists' advantages with cross-functional experience and adaptability in dealing with diverse stakeholders, we argue that generalist CEOs are likely to be more effective in reducing corporate misconduct incidents than their specialist counterparts. Furthermore, drawing from the attention-based view, we explore the possibility that specialist CEOs with specific expertise in output, throughput, and periphery functional areas are more effective in reducing instances of misconduct in their specific functional domain. Our analysis of panel data of employment, safety, and consumer protection violation incidents among S&P 500 firms from 2018-2023 provides support for these predictions. Overall, we extend current research by highlighting decision-makers' professional backgrounds as an important driver of corporate misconduct beyond what is known regarding its contextual determinants. Our findings provide support for our arguments. Implications for research and practice are discussed.

Title: Gender and media bias in times of corporate crises

Authors: Shunzhi Zhang (Stevens Institute of Technology)

Abstract: This study examines how CEO gender affects the sentiment tendency of media coverage, especially during a financial crisis. Based on Role Congruity Theory and Glass Cliff Theory, we proposed that female CEOs are more easily exposed to negative media evaluations compared to male CEOs in normal situations, and female CEOs will instead face less negative coverage during a financial crisis. This study constructs a panel dataset covering CEOs of S&P 1500 firms over the period from 2008 to 2021. The findings suggest that gender bias is context-dependent in leader evaluations. This paper not only enriches the understanding of media images of female leaders but also expands the theoretical perspectives on the dynamics of leadership evaluation in crises.

Title: Leadership in the Age of Stakeholder Capitalism: The Role of Narcissistic CEOs in Shaping Firm Outcomes

Authors: Nowmi Nowrin (The University of Texas Rio Grande Valley)

Abstract: This study explores the influence of CEO narcissism on firm performance and brand image through stakeholder capitalism, which comprises diversity, equity, inclusion (DEI), corporate social responsibility (CSR), environmental, social, and governance (ESG) initiatives, and top management team cohesion. Previous studies mainly highlight the adverse effects of CEO narcissism. In this study, we explore both the negative consequences and the possible strategic benefits associated with narcissist CEOs' decision-making power. We are exploring it through the lens of upper-echelon theory and the political power framework and how the CEO's narcissistic tendencies align with the ongoing demands for corporate governance and social responsibility. In this study, we propose that narcissistic CEOs may engage in stakeholder capitalism initiatives and increase TMT cohesion to boost their public image and have better control over decision-making. This can have mixed implications for the top management team dynamics and firm outcomes, including brand image and financial performance. We also explored the role of CEO power and board diversity as moderating factors to better understand narcissistic CEOs and their impact on team cohesion and strategic outcomes.

Diversity, Identity, and Inclusion

9:00 AM - 10:15 AM

Teal

Organizational Behavior

Facilitator: Destiny Cole (Florida State University)

Title: The Role of Race-Based Stereotypes in Shaping Perceptions of Creativity-Related Attributes and Evaluations

Authors: Xinlang Zhou (Drexel University), Snehal Hora (Drexel University)

Abstract: Building upon and extending the stereotype content model, we develop an interactive model to examine stereotypes in creativity evaluation across races and determine whether perceptions of creativity traits shape perceptions of creativity outcomes. Using data from a sample of 397 participants, we theorize and demonstrate the pivotal role of stereotypes in explaining racial differences in creativity evaluation. We also examine experimental versus real-life data to figure out whether stereotypes are impacted by context. Our findings indicate that race-based stereotypes result in different perceptions of creativity-related traits; these perceptions further lead to different expectations and judgments on creativity performance, potential, and orientations. Additionally, our findings also suggest that individuals may suppress the expression of stereotypes in response to social desirability pressures. These findings offer interesting implications for research on race differences in creativity, and for human resources by identifying methods to bridge the differences in creativity outcomes across multiple racial groups in organizations.

Title: The Hidden Dynamics of Code-Switching: Assessing Its Impact in the Workplace

Authors: Rose Brown (Cornell University)

Abstract: Code-switching, defined as the adjustment of one's intonation, language, behavior, and appearance to align with different workplace contexts, is widely utilized across professional environments. However, research on its broader psychological and organizational consequences remains limited, particularly beyond predictive validity and immediate work-related outcomes. This paper addresses this gap by developing a multi-level theoretical framework that explores the costs and consequences of code-switching at the individual, group, and organizational levels. Drawing on prior findings regarding code-switching's relationship to leadership self-efficacy, creativity, and organizational commitment, this study extends

inquiry into its less-examined psychological outcomes, including the impostor phenomenon, cognitive dissonance, and social comparison, as well as its group-level effects on faultlines and free-riding behavior. Additionally, the framework theorizes organizational consequences such as diminished trust and the formation of social hierarchies. Central to the model is the moderating role of race, with particular attention to the differential experiences of Black employees. This paper contributes to a deeper understanding of how communication practices within professional contexts shape individual well-being, group dynamics, and organizational culture.

Endogeneity and Instrumental Variable Techniques

9:00 AM - 10:15 AM

Think Tank

Professional Development Institute

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)

Married in Academia 2: This Time It's Personal

9:00 AM - 10:15 AM
Studio 220 A
Professional Development Institute

Title: Married in Academia 2: This Time It's Personal

Authors: Charn McAllister (Northern Arizona University), Michelle McAllister (Northern Arizona University), Laura Madden (East Carolina University), Timothy Madden (East Carolina University), B. Parker Ellen (Mississippi State University), Jennifer Sexton (Mississippi State University)

Abstract: This symposium seeks to bring an oft overlooked but pervasive issue to light: how to survive and thrive as a dual-career couple in academia. Though experienced couples can sometimes pass helpful hints during gatherings at SMA to young scholars about to embark on this journey, this PDI will serve as a more thorough treatment of this topic. Our panel of experts includes three dual-career academic couples with forty years of marriage while in academia. Our goal is to make this both interactive and instructive, with time for the speakers to share their experience and for participants to ask questions.

Strategic HRM Research in New Directions

9:00 AM - 10:15 AM
Magnolia
Human Resources, Careers, and Development

Facilitator: Patrick Flynn (North Carolina State University)

Title: Venture Firms and their Survival: a Work Practice Approach

Authors: Kyoung Yong Kim (Villanova University), Duckjung Shin (Korea University), Jackson Figiel (Villanova University)

Abstract: While entrepreneurial firms invest significant effort in establishing legitimacy with external stakeholders to enhance survival, a considerable proportion of them still experience failure. This study delves into this conundrum, proposing that securing legitimacy from employees, a crucial internal stakeholder, through human resource (HR) practices is paramount for entrepreneurial survival. To test the survival effect of HR practices, we introduce the concept of stabilizing work practices (SWP), designed to enhance employees' perceived legitimacy in the entrepreneurial environments, marked by significant risks and uncertainties. Based on a

sample of 10,932 firm-years, we found that SWP is negatively associated with entrepreneurial firm failure. We also found that while individual HR practices within SWP are independently significant in predicting entrepreneurial firm failure, the survival effect of SWP is more pronounced than that of individual HR practices. Theoretical and practical contributions of these findings are discussed.

Title: Fitting Together: Human Resource Practices, Generic Strategies and Employee Alignment

Authors: Bryan Schaffer (Western Carolina University), Jason Ross (Western Carolina University)

Abstract: Strategic alignment is necessary for organizational success. To optimize competitive advantage, a firm's strategic human resource management practices must align with the industrial environment and overall strategy of the firm. These HR practices should be bundled together to best fit with a firm's generic strategy. We propose that bundles related to empowerment best aligns with innovation strategies, bundles related to motivation best aligns with quality strategies, and bundles related to enhancing skills best aligns with low-cost strategies. Beyond the fit between a firm's HR bundles and strategy, these bundles must also fit with a firm's employees. A key contention of this paper is that the stronger the fit between employees and the human resource practices a firm utilizes, the easier a firm can implement its strategy. Our work contributes to the literature by creating a theoretical framework combining a firm's human resource practices, generic strategy, and employee fit to advance organizational scholarship. It concludes with directions for future research and implications for management.

Title: On an Integrated Approach for Testing Optimization Strategies in Congruence Research

Authors: Yongheng (Angus) Yao (Wilfrid Laurier University)

Abstract: Distinguishing between exact correspondence and commensurate compatibility is a fundamental task in congruence research. Yet despite the widespread use of polynomial regression with response surface analysis (PRRSA) to test optimization strategies, existing approaches often focus selectively on either the misfit line slope or the intercept of the principal axis—implicitly assuming these parameters are statistically equivalent. We

challenge this assumption and argue that independent tests of these parameters can yield contradictory or misleading conclusions. To address this critical issue, we propose an integrated approach for testing optimization strategies. Our method synthesizes the misfit line slope, principal axis properties, and a novel diagnostic measure, lateral shift quantity (LSQ), to provide a more comprehensive and reliable assessment. Using empirical illustrations and simulation studies, we demonstrate that this refinement improves theoretical precision, enhances statistical validity, and strengthens the practical relevance of congruence-based analyses. We also offer actionable guidelines for researchers seeking to advance theory and practice through more robust testing of optimization strategies.

Title: Modeling Workforce Performance: A Simulation Study of Forced Rankings under Normal and Power Law Distributions

Authors: Jamie Wieland (Illinois State University), **Heidi Baumann** (Illinois State University)

Abstract: The current study examines an underlying assumption of forced distribution rating systems (FDRS) – that performance is normally distributed – and draws on prior research to advance an alternative proposition regarding the distribution of performance. Emerging empirical research suggests that performance in modern knowledge-driven organizations is more likely to follow a power law distribution, where a small subset of employees produce a disproportionate share of output. Informed by this research, we offer competing hypotheses regarding the benefits of FDRS under a power law distribution versus a normal distribution and consider additional factors relating to other human resource practices (i.e., selection, retention) that may interact with performance distribution to influence FDRS outcomes. Results of an experimental simulation study suggest that there are important differences when implementing FDRS under a power law versus a normal distribution, and that these relationships are complex and nuanced, depending on factors related to selection and retention. We conclude with theoretical and practical implications of this research.

Working with Organizations to Get Access to Field Data

9:00 AM - 10:15 AM

Regency D&E

Professional Development Institute

Presenter: James Lemoine, State University of New York

In this session, I will share suggested methods, tips, and tricks for building strong relationships with organizations to obtain access to high quality field data (for surveys, field experiments, qualitative collections, etc.). After many successful data collections with corporate, governmental, and non-profit partners, I have learned that it is not difficult to frame our research to organizations as a “win-win” that gets them excited about participating. This session will run through ideas for getting initial contacts, key points to build their interest, how to develop a ‘pitch’ that will speak to their needs, and suggestions for maintaining a strong relationship as the research proceeds. I will share specific templates for key talking points and e-mails that have been very effective in generating organizational interest in research. As a former corporate salesperson and sales manager before my academic life, I will draw on tactics from effective consultative selling, which can easily be used to build excitement for participating in your research.

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

Workplace Dynamics and Employee Well-being

9:00 AM - 10:15 AM

Dogwood

Human Resources, Careers, and Development

Facilitator: JORGE GONZALEZ (University of Texas, Rio Grande Valley)

Title: Pearl in the Shell: Exploring Leader Humility's Role in Follower Knowledge Hiding and Sharing Dynamics

Authors: Somayeh Bahmannia (University of Canberra), **Tzu I Chung** (Soochow University), Darren KB (UNBC), Kevin Lowe (University of Sydney)

Abstract: While existing studies suggest that leader humility mitigates knowledge-hiding behavior, our study challenges this notion by revealing that leader humility fosters knowledge hiding through inclusion, while simultaneously promoting knowledge sharing. Drawing on Conservation of Resources (COR) theory, this study demonstrates that leader humility indirectly influences both knowledge hiding and sharing through the mechanism of inclusion. These findings contribute to the literature by shedding light on the complex interplay between leader humility and its

contextual effects on knowledge management behaviors within organizations.

Title: A QUALITATIVE EXPLORATION OF NESTED JOB CRAFTING: AN INTERPERSONAL PERSPECTIVE

Authors: Huda Masood (Sam Houston State University), Marie-Hélène Budworth (York University)

Abstract: Research has shown that compared to average workers, managers are more likely to experience stressful job demands. Evidence suggests that at least half of workplace stress can be attributed to interpersonal interactions. The purpose of this study was to develop an understanding of how stressed-out managers interact with their subordinates. Further, we examined how subordinates make sense of their interactions with the managers. Using an interpretive qualitative study, over thirty hours of interviews with 14 managers and 19 employees were conducted. The interview transcripts were analyzed thematically on (i) managerial, (ii) employee, and (iii) nested datasets, to account for within and between-level phenomena of stress dissipation through interpersonal exchanges in the workplace. The findings of our research elucidated stress as a trickle-down phenomenon from managers to employees through interpersonal exchanges. The study contributes to our understanding of job design, fairness, and stress scholarship to understand the impact of managerial stressors on employee wellbeing. Theoretical, managerial, and policy implications are discussed.

Title: The Well-Being Effect of Defined-Benefit Pension Plans: Future Financial Security as a Buffer for Low-Meaning Work

Authors: Wonbin Sohn (University of Hawai'i at Manoa)

Abstract: Defined-benefit pension plans have long been regarded as a cornerstone of retirement security, offering employees guaranteed income and long-term financial stability. Yet, one may ask whether their benefits extend beyond retirement planning to shape employees' current well-being and work behavior. Drawing on Conservation of Resources (COR) theory, I argue that defined-benefit pension plans act as a critical external resource that supports well-being and reduces health-related work withdrawal—especially for employees in roles with fewer internal psychological resources. Using data from the 2022 General Social Survey (GSS) and analyzing count outcomes via negative binomial regression, the results indicate that defined-benefit pension plans are associated with fewer poor mental health days, which, in turn, predict reduced sickness absenteeism. Importantly, this

indirect effect emerges only among employees with lower work meaningfulness. In the absence of a defined-benefit plan, these employees report more poor mental health days than those in more meaningful roles. However, when a defined-benefit plan is present, their poor mental health days decline sharply, converging toward the levels reported by those with highly meaningful work. These findings highlight how both financial security and meaningful work experiences jointly shape employee well-being and suggest that the benefits of defined-benefit pension plans may be most pronounced for employees in less meaningful jobs.

UN-Conference SMA

9:00 AM - 4:00 PM

Regency F

Leadership and Teams

10:30 AM - 11:45 AM

Regency H

Entrepreneurship and Innovation

Facilitator: Kyle Stockdall (The University of Memphis)

Title: AN AFFECTIVE EVENTS EXAMINATION OF GROUP PERFORMANCE, LEADERS' EMOTIONS, & ENTREPRENEURIAL SUPPORT

Authors: Benjamin McLarty (Louisiana Tech University), Shane Reid (Texas State University), Gregory Payne (Louisiana State University), Jeremy Bernerth

Abstract: Drawing upon affective events theory (AET), this study explores supervisors' influence on employees' perceptions of entrepreneurial support in organizations. Taking a group-level perspective, we propose employee collective task performance influences supervisors' positive and negative affect, which in turn relates to employees' perceptions of their leaders' support of entrepreneurial activity. We further examine how the leader-employee relationship, in the form of average leader-member exchange (LMX), moderates these effects. Using a moderated-mediated examination of 290 groups, our results indicate that positive affect and negative affect mediate the relationship between collective task performance and perceived

entrepreneurial support. Results also indicate average LMX moderates the relationship between positive and negative affect and perceptions of entrepreneurial support, but only under conditions of low-quality relationships. These findings highlight the manifold benefits of high-quality performance and provide practical recommendations for improving perceptions of entrepreneurial support in the workplace. More broadly, they also add to our understanding of the complex drivers of employee innovation and creativity in organizations.

Title: Vision-Driven Intentions: The Mediating Role of Social Vision in University Students' Social Entrepreneurship Intentions

Authors: Yu Pei (School of Business and Management, Jilin University), Runping Guo (School of Business and Management, Jilin University), Peng Lu (School of Business and Management, Jilin University), Dalei Yang (Dept. of Mechanical Engineering, State University of New York at Binghamton)

Abstract: Social vision (SV), as a belief, mission and outcome expectations concerning the future of society, is regarded as a core and foundational element that distinguishes social entrepreneurship from other forms of entrepreneurship. However, little research has focused on its antecedents and effectiveness. Using data from 238 students at different university in China, this study integrates social cognitive theory and motivation theory to examine how SV, as a mediator, influences the relationship between empathy, need for achievement (N-ACH), and social entrepreneurial intention (SEI). PLS-SEM was applied to analyze the data and examined the proposed relationships in the conceptual model. The findings reveal that the interaction between empathy and N-ACH positively influences SV and SEI. Students' social vision fully mediates the impacts of empathy and N-ACH on SEI. Moreover, entrepreneurial policy support is found to positively moderate the relationship between students' SV and SEI. The research contributes to the body of knowledge in the exiting SV and SEI literature by providing a new perspective from social cognitive theory and motivation theory. In addition, this study enriches the SEI literature in the context of Chinese student entrepreneurship by building and examining the model of SEI that explores the moderating role of entrepreneurial policy support, since the distinct social system in China compared to other capitalist countries. Our research also provides practical implications for policymakers and stakeholders working toward flourishing of social-based entrepreneurship, venture and start-up.

Keywords

Social vision; social entrepreneurial intention; empathy; need for achievement; entrepreneurial policy support

Title: The Entrepreneurial Team Formation Experience: Evidence from the PGA TOUR

Authors: Lincoln Brown (Southwestern Oklahoma State University), Prajwal Santhosh (Southwestern Oklahoma State University)

Abstract: Detailed golf data from the PGA TOUR provides a unique opportunity to measure performance in the workplace, and in this case, how the choice to partner might inform what we know about entrepreneurial team formation. In 2017, the PGA TOUR created a new event in which two golfers compete as a team in two different formats, better ball and alternate shot. We use data on player ability and performance from the 2017 -19 PGA TOUR team event to determine how skill differences (or similarities) impact team performance. We also explore the weakest link effect and why an entrepreneur might partner with someone for personal reasons rather than an obvious complementary technical or professional proficiency. Our contributions have theoretical and practical implications for entrepreneurial team composition and formation strategies on performance.

Meet the Editors of the SMA Journals, Journal of Management and Journal of Management Scientific Reports

10:30 AM - 11:45 AM

Studio 220 A

Professional Development Institute

Sponsored by the University of Arkansas

Presenter: Cynthia Devers (Virginia Tech University) and Maria Kraimer (SUNY University at Buffalo)

Reputation, CSR, and the Rise of the Machines

10:30 AM - 11:45 AM

Teal

Social Issues and Ethics

Facilitator: I-Heng (Ray) Wu (University of New Mexico)

Title: Speaking Louder Under Pressure: How Firms Respond to Negative Performance Feedback via Strategic Communication on CSR

Authors: William Zhou (Sacred Heart University)

Abstract: How does a firm respond to its corporate social responsibility (CSR) performance shortfall? Although CSR performance has been recognized as a critical component of overall assessment, we are not clear of the impact of negative CSR performance discrepancy on the subsequent CSR-related decision making. In this paper, we integrate impression management theory into the behavior theory of the firm (BTOF) framework and argue that when experiencing negative performance feedback on CSR, a firm will use impression management tactics and strengthen its strategic communication on CSR. We also find that the language comprehensibility and concreteness of communication weaken the relationship between negative CSR performance feedback and strengthening CSR communication in the following. Both theoretical and practical implications are discussed.

Title: Beyond the Bottom Line: External CSR May Offset Low Internal CSR to Support Employee Attitudes

Authors: Emma Wituk (Clemson University), Aishah Khan (Clemson University), Adam Tresidder (Clemson University), Jenna Van Fossen (Clemson University), Cara Levin (Clemson University), Piper Embrey (Clemson University), Clayton Weaver (Clemson University), Catie Raye (Clemson University), Charlie Clark (Clemson University), Sophia Martin (Clemson University), Reynolds Tiller (Clemson University)

Abstract: Despite growing evidence that corporate social responsibility (CSR) can enhance employee attitudes, there are mixed findings regarding the distinct roles of internal and external CSR. Drawing from social identity theory (SIT) and social exchange theory (SET), we examined how internal and external CSR, along with peer ethical behavior, influence employee attitudes, including organizational identification, affective commitment, and turnover intentions. In a two-wave survey of 334 working adults across 33 countries, results revealed that internal CSR positively predicted organizational identification and affective commitment and negatively predicted turnover intentions. Contrary to expectations, external CSR

weakened rather than strengthened the relationships between internal CSR and these outcomes. Notably, external CSR buffered the negative effects of low internal CSR, suggesting that investment in external CSR can mitigate some of the detrimental impacts of low internal CSR. Perceptions of ethical peer behavior did not moderate the effects of internal CSR as hypothesized; however, peer ethical behavior amplified the positive relationship between external CSR and employee attitudes. These findings contribute to the micro-CSR literature by demonstrating that CSR initiatives should not be evaluated in isolation. Practically, the results suggest that while investment in internal CSR is important, emphasizing external CSR initiatives may preserve positive employee attitudes when internal investments are limited. Future research should further explore cross-cultural differences, CSR visibility, and specific domains of external CSR to refine our understanding of these complex dynamics.

Title: AI-assisted Ethical Due Diligence: Using AI to Examine Ethical Issues from Diverse Human Moral Foundations

Authors: Marc Anderson (Iowa State University), Jake Telkamp (Augusta University)

Abstract: An underappreciated problem in discussions about AI ethics is the fact that people themselves don't agree on what's ethical. Such human disagreement stems from people drawing on different moral foundations to make their ethical judgments. Due to various human limitations and biases (such as a tendency to engage in motivated reasoning and to suffer from the confirmation and false consensus biases), people struggle to adequately understand the range of human disagreement on ethical matters, and this is where AI can augment human ethical judgment. We propose a multi-step approach for using AI to perform "ethical due diligence" that enables people to harness the unique strengths of AI to help them make better ethical decisions by considering an ethical issue from a variety of moral foundations and by making the strongest cases for and against a given action, and also attempting to resolve the dilemma entirely. We suggest that using such an approach will increase people's moral intelligence and moral humility over time, enabling them to both recognize and understand the reasons why others disagree and how to better address such disagreement in a productive manner.

Human Resources, Careers, and Development Interactive Presentations

10:30 AM - 11:45 AM

Regency C

Human Resources, Careers, and Development

Facilitator: Paul Johnson (University of Mississippi) and Karen Landay (University of North Texas)

Title: If It Fits, They Stay: The Role of Person-Organization Fit in Shaping Employee Retention

Authors: Barjinder Singh (Elon University), Stephanie Solansky (Texas State University), Donna Stringer (University of Houston - Clear Lake), Sarthak Singh (University of Wisconsin-Milwaukee), T.T. Selvarajan (California State University-East Bay)

Abstract:

To what extent does person-organization fit (PO-fit) matter within voluntary turnover research? This is the research question that we investigated in our study. There is ample evidence that suggests a strong correlation between PO-fit and employee turnover, but as working environments evolve, new issues have become salient to people and organizations in the determination of their fit perceptions and how these perceptions relate to employees' intent to stay (or leave) the employing organization. In order to stay current with some of these issues, our study examines the role of two contextual resources: a) supervisory recognition, and b) work flexibility as antecedents of PO-fit, which in turn influences employee intent to stay. Additionally, addressing the call by extant researchers to examine the boundary conditions that determine PO-fit, our study also examines the role of gender (male vs. female) as a moderator of the contextual resources and PO-fit relationships. Our study not only addresses some of the conundrums that surround PO-fit research but also offers guidance to both turnover management researchers and organizational practitioners to effectively utilize perceptions of PO-fit towards employee retention.

Title: Exploring How HR Policies and Identity Work Influence Military Veterans' Psychological Contracts in Civilian Organizations

Authors: Daniel Peat (University of Cincinnati), Jaclyn Permann-Graham (Northern Kentucky University), Olivia Anger (University of Cincinnati)

Abstract: Military veterans enter the civilian workforce with expectations shaped by institutionalized military environments and values. As

organizations increasingly adopt veteran-targeted human resource (HR) policies to support this population, questions remain about how such policies influence veterans' psychological contracts, unwritten beliefs about mutual obligations, and how these contracts evolve over time. Drawing on 69 interviews across 36 organizations, including 47 veterans and 10 HR professionals, this qualitative study integrates psychological contract theory and identity work literature to explore how veterans interpret, evaluate, and renegotiate psychological contracts initiated by demographically targeted HR practices. Findings reveal that HR policies influence veterans' anticipatory psychological contracts during recruitment and onboarding, which are later evaluated through organizational behavior and identity alignment. We introduce equipoise as a novel post-evaluation state, an ambiguous zone between breach and fulfillment, characterized by interpretive vigilance and identity negotiation. Our findings contribute to theory on psychological contracts, demographically targeted HR practices, and veteran employment, while offering practical implications.

Title: The Interaction of Leader-Member Exchange and Cultural Intelligence in Explaining Helping Behavior: A Necessary Condition Perspective

Authors: **Debjani Ghosh** (UTRGV Robert C. Vackar College of Business and Entrepreneurship), Ting Liu (Graduate School of Management, Kyoto University), Tomoki Sekiguchi (Graduate School of Management, Kyoto University), Saddam Khalid (School of Economics and Management, University of Hyogo)

Abstract: Although cultural intelligence (CQ) has been theorized and found to be positively related to foreign workers' helping behavior, we provide an alternative to the dominant correlational understanding of causality in the theory and research on CQ to improve its ability to predict foreign employees' helping behavior. We apply the necessary-condition perspective and propose that a high level of cognitive, motivational, and behavioral CQ provides a necessary but not sufficient reason for foreign employees to exhibit helping behavior. Further, we delineate that a foreign employee's good relationship with a leader, namely, leader member exchange (LMX), strengthens the relationship between cognitive, motivational, and behavioral CQ and helping behavior. Using a sample of 205 foreign employees working in Japan, we found that a high level of both motivational CQ and behavioral CQ is a necessary condition for helping behavior, but cognitive CQ is not. We also found that LMX moderated the positive relationship between cognitive CQ and motivational CQ with helping behavior. This study contributes to the literature by clarifying the role of CQ in predicting foreign employees' helping behavior by using the necessary-sufficient logic and delineating the

moderating effects of LMX between CQ and foreign employees' helping behavior.

Title: The Paradox of Investment: How Strategic HR Practices Shape Workforce Composition

Authors: Mengxue Wen (University of Miami), Marie Dasborough (University of Miami), Wei Shi (University of Miami)

Abstract: Competition for talent calls for firms to boost investment in their full-time employees; meanwhile, firms are increasingly relying on non-standard workers to fulfill their labor needs. This study explores whether the use of high-investment human resource systems (HIHRS), designed to motivate and support full-time employees, can inadvertently lead firms to hire more non-standard workers. We argue that the implementation of HIHRS can be costly. To offset the associated costs, firms may progressively rely on more affordable and flexible non-standard workers, such as part-time, temporary, and contract employees. Thus, we propose that a greater adoption of HIHRS can give rise to an increased reliance on non-standard workers. We also argue that this effect is weaker in firms with a more liberal top management team (TMT). Our analysis of publicly traded U.S. firms from 2015 to 2020 provides empirical support for these arguments. This study contributes to research on strategic HRM by uncovering an unintended consequence of adopting HIHRS: increased reliance on non-standard workers.

Title: Targeted Signaling: Young Women Using Uptalk and Hiring Discrimination

Authors: Saera Khan (University of San Francisco), Lauren Howe (University of Zurich), **Mary Hausfeld** (University of Zurich), Tzipporah Dang (University of San Francisco)

Abstract: Uptalk, or a speech pattern involving melodic variations, rising intonations, and extended declarative statements whereby sentences are concluded with a higher pitch as if the speaker is posing a question when they are not, has proliferated throughout the United States, especially among young women. This proliferation is puzzling given that uptalk apparently conveys negative qualities about a person (e.g., unintelligence), and is a particular puzzle from the perspective of signaling theory, which suggests that the signals individuals send about their underlying qualities should be adaptive to proliferate and that signalers should aim to convey their positive qualities. By examining uptalk in the context of hiring recommendations, we expand signaling theory by building new theory about

when individuals may send negative signals about their underlying qualities and investigating when doing so may have adaptive potential. We develop the concept of targeted signaling, or individuals sending a signal that is costly because it conveys negative underlying qualities of the signaler, but which can be targeted to specific situations in which the signal is relevant or valued so that the signal brings potential benefits to the signaler. Two experiments find that uptalk largely constitutes a negative signal that undermines young women's hiring prospects. However, the experiments suggest that in certain contexts in which the negative qualities conveyed by a signal are relevant and valued, sending negative signals does not result in the expected costs and undercut hiring discrimination. Our research has implications for signaling theory and understanding gender discrimination at work.

Title: Show Me the Money: A Job Demands-Resources Test of Intrinsic and Extrinsic Rewards

Authors: Pakanat Kiratikosolrak (Emporia State University), Vickie Gallagher (Cleveland State University), Jingru Luo (Emporia State University), William Phillips (Emporia State University)

Abstract: In an economy marked by low unemployment and increased workforce mobility, employee engagement is paramount to employee retention. Managers must support employees and reduce workplace stressors. Or does money alone matter? Based on the Job Demands-Resources (JD-R) model, theory would suggest that resources should buffer job demands. As such, we designed a test of total rewards, utilizing both extrinsic and intrinsic rewards as job resources. In our multiple moderator model, we explored the degree to which managerial support (also a resource) interacts with job strain to alter the relationship between rewards and engagement. While extrinsic rewards do have a direct effect on engagement, our moderators had no effect on the extrinsic reward—engagement relationship. When paid well, employees stay engaged regardless of the contextual factors. Alternatively, our findings indicate that intrinsic rewards play a strong role in the reward—engagement relationship, and managerial support is helpful to minimize felt strain (to a degree). The intrinsic reward model demonstrated stronger explanatory power and sensitivity to contextual factors than the extrinsic model. Intrinsic rewards appear particularly effective in environments characterized by high managerial support and low to moderate job strain. Theoretical and practical implications for these novel findings are discussed.

Title: Legal Contexts and Electronic Monitoring Outcomes: A Cross-Country Examination

Authors: Chase Thiel (University of Wyoming), **Jacob Holwerda** (mtibio), Nicholas Prince (University of Wyoming), Ivana Kovacevic (University of Belgrade), Ivona Zivkovic (University of Belgrade), Casey Frome (University of Wyoming)

Abstract: Electronic monitoring (EM) of employees is a rapidly growing global phenomenon with major implications for how people work. Recent evidence suggests that EM of employees—intended to promote productivity—may profoundly backfire because of employee agency and justice concerns. Individual reactions to EM will be contextually bound, yet little is known about how local structures shape the common reactions employees have to monitoring. Drawing on social cognitive theory, we propose that labor regulations, overall, and some specific forms—employment laws and collective relations laws—significantly shape employee perceptions of agency and justice, which, in turn, influence task performance and deviance. Using data from 610 employees across 32 countries, we find that stronger labor regulations in general—and employment laws and collective relations laws specifically—amplify the negative effects of EM on employee agency and justice. These findings provide greater nuance to the EM literature and practical guidance for tailoring EM practices to align with local legal norms.

Title: Unveiling the Nexus: Career Optimism as a Mediator between Protean Career Attitude and Career Success in U.S. Women

Authors: **Joanna Norman** (Winthrop University), Tomika Greer (University of Houston), Kim Nimon (The University of Texas at Tyler)

Abstract: The protean career attitude emphasizes career self-management and has been previously linked to subjective measures of career success. This quantitative study employed a multi-wave survey among U.S.-based women ($n = 279$) to examine the mediating effects of career optimism on the relationship between the protean career attitudes and subjective career success. The results indicate that career optimism mediated the relationships between the two dimensions of the protean career attitude and subjective career success. As the self-directed dimension increased, subjective career success also increased when mediated by career optimism. However, as the values-driven dimension increased, subjective career success decreased when mediated by career optimism. This study advances our understanding of the differential effects of career optimism as a mediator between the multiple dimensions of the protean career attitude and subjective career success. Implications for research and practice are also discussed.

Keywords: protean career, self-directed attitude, values-driven attitude, subjective career success, career optimism, mediation, structural equation modeling

Title: Welcome to the Family Firm: Fostering New Employee Identification via Socialization

Authors: Michele Craven (Mississippi State University), Laura Marler (Mississippi State University), Emily Marett (Mississippi State University)

Abstract:

Newcomers to family firms are unique in that this group includes both family and nonfamily members. Using social identity theory, we investigate how providing newcomers with information about the organizational goals and values fosters higher levels of identification with the family firm. We consider the role of newcomer perceptions of organizational support in the socialization and organizational identification process. Findings across two studies ($n = 111$; $n = 335$) suggest that exposing both family and non-family employees to the family firm's goals and values develop higher levels of organizational identification with perceived organization support mediating this relationship. Interestingly, our findings demonstrate that new non-family employees need knowledge of the organizational goals and values combined with perceived organizational support to achieve identification with their new family firm employer. Discussion, implications, and future research areas are explored.

Accessing Entrepreneurship

10:30 AM - 11:45 AM

Dogwood

Entrepreneurship and Innovation

Facilitator: Cristina Wang (Florida State University)

Title: Less Free to Choose: Institutional Inequality and Female Entrepreneurial Career Preferences

Authors: Kai Cher Tay (University of Louisville), Daniel Bennett (University of Louisville), Isabel Botero (University of Louisville), Stephan Gohmann (University of Louisville)

Abstract: This study examines how institutional inequality, or formalized institutionalized disparities that disadvantage females relative to males, affects female entrepreneurial career preferences, and the moderating roles of negative economic rights institutions (NERI) and positive economic rights institutions (PERI). Integrating insights from institutional economic theory within a parsimonious occupational choice model with discrimination, we argue that institutional inequality makes entrepreneurship a relatively more attractive career option than wage employment, leading to stronger entrepreneurial career preference among female university students. However, the attractiveness of entrepreneurship as a career choice in high institutional inequality contexts is weakened when coupled with stronger NERI and PERI. We assemble a novel multi-level, multi-year dataset comprised of 246,632 female university students in 61 countries to test our conceptual model. Employing hierarchical linear modelling, our findings show that institutional inequality is associated with an increased likelihood that females prefer an entrepreneurial career, and this effect diminishes as the level of NERI and PERI increases. Our study contributes to an improved understanding of how institutional environments influence female entrepreneurship, suggesting that formalized institutional barriers that disadvantage females in society may serve as motivation to venture, particularly in countries with weak economic rights institutions.

Title: Effectuation in the entrepreneurial hiring process: Entrepreneurial and firm-level attributes impact on hiring unsolicited job candidates

Authors: Christina Tupper (North Carolina A&T State University), Stephanie Kelly (North Carolina A&T State University), Juliet Osuji (North Carolina A&T State University), Francis Donbesuur (Loughborough University)

Abstract: Effectuation is when the decision maker chooses the outcome based on a set of means. Entrepreneurs may use effectual thinking when making hiring decisions. We investigate how entrepreneurs' personal traits, behaviors, and their organization's characteristics influence their use of effectual thinking to hire an employee they did not seek. From a sample of 299 entrepreneurs in the U.S., we found that founder age, firm age, attitude towards hiring an unsolicited candidate, and different bootstrapping techniques influenced the likelihood of hiring unsolicited candidates. Our results add to the burgeoning research on how effectuation influences

human resource practices in entrepreneurial firms. Our study also begins a research stream on hiring unsolicited candidates.

Title: The Paradox of Inclusivity: How 'Race-Neutral' Entrepreneurial Support Organizations Reproduce Racial Inequality in Entrepreneurial Ecosystems

Authors: Saran Nurse (Kean University), **Jay O'Toole** (Old Dominion University), Tanja Darden (Towson University)

Abstract: Entrepreneurial ecosystems facilitate entrepreneurial activity through an interconnected environment that provides entrepreneurs access to institutional, financial, cultural, and human capital resources. Central to these ecosystems are entrepreneurial support organizations that provide material and immaterial assistance throughout the entrepreneurship process. While portrayed as neutral spaces offering equitable opportunities for all, an emerging body of research has begun challenging this assumption. Our research adds to this by utilizing a qualitative case study of a Small Business Development Center network in the southeastern United States to examine how entrepreneurial support organizations shape entrepreneurial ecosystem inclusivity. Our findings reveal that while the Small Business Development Center symbolically affirms inclusivity, it structurally reproduces exclusion through race-neutral ideologies, standardized practices, and narrow definitions of entrepreneurial readiness misaligned with racial minoritized entrepreneurs' lived experiences. We introduce the Paradox of Inclusivity to theorize how ESOs can symbolically promote inclusion while structurally reproducing exclusion through race-neutral ideologies and standardized service models, and illustrate how racial inequality is recursively produced. We posit that entrepreneurial ecosystems are racially, rather than spatially or geographically, bounded, and we build upon Racialized Organization Theory by integrating it with Attribution Theory, identifying attribution bias as a cognitive mechanism that sustains exclusivity. Importantly, this study offers a theoretical account of how entrepreneurial support organizations, despite espousing inclusive values, may structurally exclude RMEs through race-neutral logics and attribution bias.

Job Performance and Individual Behavior

10:30 AM - 11:45 AM

Magnolia

Organizational Behavior

Facilitator: Brian Gregory (Northern Arizona University)

Title: E-Mail Monitoring: Multiple Mediation Effects of Social Exchange on Employee Job Attitudes

Authors: William Paczkowski (Florida Atlantic University), Majdi Quttainah (Kuwait University), Jason Kuruzovich (Rensselaer Polytechnic Institute)

Abstract: Electronic communication monitoring in the workplace of 581 surveyed employees is investigated using theories of social exchange mechanisms of leader-member exchange (LMX) and perceived organizational support (POS) influence employee attitudinal outcomes including job satisfaction, organizational commitment, stress, and work/life conflict. Both the perception of whether the content and/or employees' usage of the electronic communication processes are investigated to evaluate the impact on employees' behavior and job attitudes.

Results of the survey and analysis suggest that, contrary to prior research that generally found monitoring in all cases resulted in negative effects, electronic monitoring directly increases social exchange relationships as measured by LMX and POS as a perceived benefit from monitoring. In particular, overall positive impact on job attitudinal outcomes occurred when mediated by positive social exchange.

Title: Uniquely Self-Absorbed: Examining the Nature and Consequences of Profiles of Employee Narcissism

Authors: Sara Hoseingholizade (University at Buffalo), Emily Grijalva (University at Buffalo), Min-Hsuan Tu (University at Buffalo, The State University of New York), Yifan Song (Texas A&M University)

Abstract: Narcissism has recently garnered significant interest among organizational scholars. Yet, much of this research has assumed there is only a single way to 'be narcissistic'. Indeed, within the management literature, narcissism has generally been assessed as a stable and unidimensional construct, which lags behind recent advancements in the psychology literature that challenge each of these assumptions. Unfortunately, an overly simplistic view of narcissism may be contributing to a limited and sometimes inaccurate view of narcissistic employees. We integrate the Trifurcated Model of Narcissism with Whole Trait Theory to identify narcissism sub-groups based upon (a) the levels of three narcissism dimensions (agentic extraversion, narcissistic neuroticism, and interpersonal

antagonism) and (b) the amount of variability in the three dimensions over time. Across two experience sampling studies (Study 1: N = 290; Study 2: N = 484), we identify distinct patterns of narcissistic traits using latent profile analysis (LPA). These profiles show different relationships with key outcomes theoretically linked to two fundamental drivers of narcissism: “assertive self-promotion” (measured through motivation to lead) and “antagonistic self-protection” (measured through deviant behavior). Overall, our study contributes to a more nuanced understanding of employee narcissism, shedding light on how people can be narcissistic in unique ways that have distinct organizational implications.

Title: CEO personal social network and CEO compensation-The moderating roles of CEO nationality and firm performance

Authors: Jingshu Pan (Florida International University)

Abstract: CEO compensation in corporate governance has been increasingly researched, but the question of how CEO personal social networks impact CEO compensation is under-investigated. Drawing on the resource-based view, we argue that CEO personal social network, an important origin of firm resources, is positively associated with CEO compensation. We derive two moderating conditions from the theoretical arguments – CEO nationality and firm performance. We hypothesize that the relationship between CEO personal social network and CEO compensation becomes less positive with American nationality but more positive with foreign/non-American nationality. In addition, we hypothesize that the relationship between CEO personal social network and CEO compensation becomes more positive with higher firm performance. On analyzing a large dataset between 1999 and 2020 of all S&P 500 firms, all hypotheses are supported. This study generates implications for CEO selection, hiring, diversity management, and corporate governance.

Organizational Citizenship and Prosocial Behavior

10:30 AM - 11:45 AM

Regency A & B

Organizational Behavior

Facilitator: Michael Paik (Florida State University)

Title: Interplay of Leader and Follower Green Values in Shaping Organizational Citizenship Behaviors for the Environment (OCBEs)

Authors: Huanxin Liu (Binghamton University), Wei Wang (Department of Business Administration, I.H. Asper School of Business University of Manitoba), Guiyao Tang (School of Management Shandong University), Qiuying Ma (Shandong University)

Abstract: Leadership is crucial to fostering Organizational Citizenship Behaviors for the Environment (OCBEs). However, prior research has primarily examined how leaders influence followers' OCBEs, leaving leaders' own OCBEs and the reciprocal dynamics within leader-follower dyads underexplored. Drawing on the actor-partner interdependence model and polynomial regression with response surface analysis, we investigate how leaders' and followers' green values mutually shape each other's OCBEs in 90 leader-follower dyads. Results reveal a bidirectional effect, with both leaders' and followers' green values influencing each other's OCBEs, while individual agency emerges as essential. Moreover, incongruence in green values can stimulate followers' OCBEs, underscoring the role of personal conviction in driving pro-environmental behavior. Finally, higher shared green values (high-high congruence) yield stronger OCBEs than low-low congruence. Overall, these findings highlight the importance of both individual and relational perspectives in advancing organizational sustainability strategies.

Title: Navigating Church Real Estate: Impact on Member Attitudes and Community Engagement

Authors: Kyoung Yong Kim (Villanova University), Matthew Manion (Villanova University), Eun Kyung Joung (Global Forum Foundation)

Abstract: Churches, as some of the largest landowners in many countries, frequently acquire and dispose of real estate. However, does this management of church properties influence its members? Drawing on organizational support theory, we explored how and when a church's real estate management impacts members' attitudes toward the church and their behaviors both within and beyond it. Using data from 107 church members, we found that real estate management was positively associated with perceived church support (PCS), but only when members saw it as enhancing the congregation's well-being rather than serving the church's own interests. Furthermore, PCS was linked to stronger affective church commitment, increased donations, greater cognitive engagement with the community, and higher participation in voluntary community work. These findings highlight the importance of members' interpretations of church

actions in shaping their attitudes and behaviors. Theoretical and practical implications are discussed.

Title: Gratitude Expression and Career Advancement: A Network Perspective on the Curvilinear Effects

Authors: Jihye Han (University of Illinois at Chicago), Hwayoung Kim (The University of Texas at Dallas), Karren Knowlton (The University of Texas at Dallas Naveen Jindal School of Management Organization, Strategy, and International management), Robert Liden (The University of Illinois at Chicago)

Abstract: Gratitude expression is often assumed to yield relational and professional benefits by inducing interpersonal trust and positive relationship. However, in organizational settings, where such expressions are observable and socially interpreted, their impact may depend on how they align with normative expectations. Adopting a social network perspective, this study investigates how the perceived pattern and target of gratitude expression shape its relationship with career advancement. Drawing centrally on the Find-Remind-and-Bind Theory (Algoe, 2012), we propose that expressed gratitude out-degree centrality (i.e., the number of colleagues to whom an employee expresses gratitude) has a curvilinear (inverted U-shaped) relationship with promotion, such that moderate levels enhance it, but excessive expressions diminish it. Moreover, we argue that this curvilinear relationship becomes steeper when gratitude is directed upward or expressed by male employees, as these conditions violate the communal norms and heighten perceptions of inauthenticity and strategic intent, thereby accelerating the relational costs of excessive gratitude. Using longitudinal network data from 9,390 employees over three years, we find support for our hypotheses. These findings highlight how the effects of gratitude expression are not inherently positive but are dynamically shaped by observer interpretations and contextual norms, offering new insights into how gratitude expression can influence career success.

Organizational Mobilization, Legitimacy, and Field Partitioning

10:30 AM - 11:45 AM

Regency D&E

Organization Theory and Special Interest Areas

Facilitator: Seyedehmaryam Tabarhosseini (Old Dominion University)

Title: CASTING DOUBTS: PARANOIA AND COLLECTIVE ACTION IN THE CHARTER FISHING INDUSTRY

Authors: Haley Hutto Gandy (Indiana University), Blake Mathias

Abstract: Through a qualitative study of the charter fishing industry, a for-hire sector offering fishing excursions to customers, we examine the divergence in organizational response to collective threats and the associated outcomes. We show that organizations perceive and navigate collective threats differently: some take defensive actions, staying hidden to ensure organizational survival. Others take offensive actions, fighting to ensure the continuity of the collective. We argue these actions are driven by paranoia and devotion, respectively. These divergent responses ultimately result in collective immobilization. We posit a grounded theoretical model of organizational mobilization amid external threats to the collective and discuss implications for theory and practice.

Title: No Deal: Failed Settlement Attempts and Field Partitioning

Authors: Janelle Bremer (The University of Tennessee)

Abstract: This paper explores the formation of a subfield, a relatively under-examined mechanism of field settlement, by analyzing how challengers generate attention from more powerful actors to gain legitimacy for their interests and field position. Using a longitudinal case study of golf in the United States—disrupted by the advent of television— I illustrate how a group of tournament players who were disregarded when they first attempted to have their interests represented in the field ultimately created a subfield for professional golf with its own identity and ways of doing things. Specifically, I develop a model of a field partitioning process that explains how a subfield is created when a field actor seeks legitimacy of their interests not represented by the current field arrangement. They use three attention-generating strategies to compel other, more powerful actors to evaluate their position: coalition building, coercive tactics, and forcing evaluation. Challengers use these mechanisms to gain dispositional legitimacy for their interests and field position. By examining the field partitioning process through a series of unsuccessful settlement attempts, I contribute to understanding how and why fields change and how powerful incumbents can have their interests delegitimized.

Title: Research on the impact of non-state shareholder governance on the investment efficiency of state-owned enterprises

Authors: Feigu Zhou (The University of Memphis Fogelman College of Business), James Vardaman (University of Memphis), Jian Zhou (Nankai University)

Abstract: Based on China's special institutional background and history, there is a general problem of inefficient investment in state-owned enterprises. At this stage, the focus of comprehensively deepening the reform of state-owned enterprises is to promote the reform of mixed ownership of state-owned enterprises. Therefore, this paper selects state-owned listed companies in Shanghai and Shenzhen A-shares from 2008-2021 as the research sample and examines the impact of non-state-owned shareholders' governance on the investment efficiency of SOEs based on two dimensions of equity governance and high-level governance. The research results show that the participation of non-state-owned shareholders in the governance of SOEs is conducive to improving the investment efficiency of SOEs. The effect of non-state shareholder governance on investment efficiency is more pronounced in SOEs in regions with low marketization, SOEs in monopolistic industries, local SOEs, and SOEs with low management power.

Strategic Responses to Uncertainty: Deals, Drama, and Do-Overs

10:30 AM - 11:45 AM

Regency G

Strategic Management

Facilitator: Ke Gong (University of Southern Mississippi)

Title: CUSTOMER CONCENTRATION AND STRATEGIC ACQUISITIONS: A RESOURCE DEPENDENCE AND DYNAMIC CAPABILITIES APPROACH

Authors: Rama Krishna Reddy (Indiana University South Bend), Frances Fabian (The University of Memphis), Anamika Datta (The University of Memphis)

Abstract: This study investigates the strategic implications of customer concentration for firms' acquisition behavior and subsequent performance outcomes. Integrating insights from Resource Dependence Theory (RDT) and the Dynamic Capabilities framework, we explore the theoretical rationale

driving acquisitions under conditions of heightened dependency and uncertainty stemming from concentrated customer bases. Using a comprehensive dataset comprising over 31,000 firm-year observations, we find that higher customer concentration significantly increases the likelihood of firms pursuing acquisitions under specific conditions. This relationship is particularly pronounced in low-technology industries, where firms face more acute dependency risks due to the nature of their capabilities and relational norms. In contrast, high-technology firms, characterized by broader dynamic capabilities and alternative governance mechanisms, are less likely to rely on acquisitions as a primary strategy to manage customer concentration. Furthermore, our findings reveal that acquisitions initiated by firms with high pre-acquisition customer concentration are positively received by investors, generating favorable abnormal returns both upon announcement and in the year following the transaction. This suggests that the market recognizes and rewards strategic efforts to mitigate significant dependency risks through M&A. By synthesizing key tenets of RDT and dynamic capabilities, this study advances M&A theory by identifying specific contingent conditions under which acquisitions are more likely to occur and contribute to value creation.

Title: Investor Reactions to Market Re-Entry Announcements: An Attribution Theory Perspective

Authors: Miles Zachary (Auburn University), Dave Ketchen (Auburn University), **Alanna Hirshman** (Texas Tech University), Junia Lee (Auburn University)

Abstract: Market re-entry - returning to a product or geographic market a firm previously exited - is largely absent from empirical research despite its growing popularity among firms. Building on attribution theory and the concepts of sensemaking/sensegiving, we examine how framing of language in the public announcement of a re-entry influences investor reactions to market re-entry decisions. Data from 166 re-entries from 1990 to 2019 reveal that prevention-focus framing (i.e., careful to avoid losses) inspires positive investor reactions while promotion-focus framing (i.e., eagerness to achieve gains) elicits negative reactions. Also, these effects partially depend on investors' causal attributions for the prior market exit. The results of a supplementary survey of 28 financial professionals provide additional support for our theorizing and empirical results. One implication is that executives need to be mindful that value can be created or destroyed not just based on a re-entry's risks and rewards, but also how these risks and rewards are communicated to investors.

Methodological Considerations When Designing a Study Using Surveys

10:30 AM - 12:00 PM

Think Tank

Professional Development Institute

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.

Facilitator: Don Kluemper (Texas Tech University)

SMA Board Meeting - Invitation Only

11:00 AM - 3:00 PM

Studio 220 B&C

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

1:00 PM - 2:15 PM

Think Tank

Professional Development Institute

Replication studies have started to play an important role for building evidence-based management theory. The workshop outlines best practices for doctoral students and management scholars on how to select replication-worthy studies and then design, execute, and publish high-quality replication-type studies in top management journals. Presentations, panel discussions, and a Q&A segment will offer participants opportunities to receive detailed guidance and advice. This session will also introduce the Advancement of Replications Initiative in Management, which coordinates every year several collective replication studies by teams of doctoral students and their faculty mentors and the Journal of Management Scientific Report, which is dedicated to promoting and publishing replications.

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

Ethics in a Global, Algorithmic, and Unequal World

1:00 PM - 2:15 PM

Regency H

Social Issues and Ethics

Facilitator: Sarah Rana (University of South Alabama)

Title: Institutional Pressures and National Environmental Performance: The Interaction Effects

Authors: Rima Bhattacharyay (Carnegie Mellon University), Kilho Shin (Niagara University), Feng Jiao (University of Lethbridge)

Abstract: Media plays a pivotal role in shaping environmental awareness and addressing environmental challenges. Among their roles, the media's corporate governance function, holding companies accountable and influencing their behavior, has been central to fostering environmentally responsible practices. However, the effects of media freedom on environmental performance may not be always positive, rather they can be complex and context dependent. While media freedom promotes environmental accountability, it can also inadvertently lead to side effects that worsen environmental issues depending on the context. Thus, to explore these contextual relationships, this study builds on DiMaggio and Powell's framework of institutional isomorphic pressures, namely coercive,

mimetic, and normative, and then examines their interplay through law enforcement, socially responsible investment, and media freedom. Specifically, it evaluates the interactions between media freedom and law enforcement as well as media freedom and socially responsible investment on environmental performance. Moreover, it also examines the relative importance between the two interactions. Lastly, using data from 175 countries with 1924 observations, the findings underscore the need for a contextual approach to understand the role of media freedom, highlighting its synergies within different institutional environments.

Title: The Moralization of Moonlighting: Worker Resistance and Alternative Ethics in India's IT Sector

Authors: Vipin Chathayam (Indian Institute of Management Calcutta), Swati Suravi (Indian Institute of Management, Calcutta), Dharma Raju Bathini (Indian Institute of Management Calcutta)

Abstract: Corporate ethical frameworks often position employee moonlighting as a moral transgression, reflecting broader patterns of managerial control over workers' ethical agency. This paper challenges such corporate-centric moralization by examining how Indian IT professionals construct alternative ethical frameworks through collective resistance and moral reasoning. Drawing on Sayer's (2005, 2011) lay morality framework and data from interviews with employees and managers, as well as analysis of over 10,000 comments from tech industry forums using sentiment analysis and BERT-based topic modeling, we reveal how workers contest corporate ethical authority while developing moral arguments that legitimize multiple employment arrangements. Our findings demonstrate that employees actively redefine the ethical boundaries of employment relationships through rights-based moral claims to temporal autonomy, fair compensation, and professional development, challenging corporate attempts to monopolize moral authority in the workplace. These moral assertions expose fundamental contradictions in corporate ethics frameworks, which often normalize exploitative practices while delegitimizing worker resistance. By foregrounding marginalized voices from India's IT sector, this study advances critical business ethics in three key ways: (i) exposing how conventional ethical frameworks reinforce power asymmetries in employment relationships through corporate moralization of worker conduct, (ii) demonstrating how marginalized workers collectively develop and validate alternative moral frameworks that challenge corporate ethical authority, and (iii) revealing how digital platforms enable new forms of ethical resistance and moral agency in contemporary capitalism.

Title: South Asian White-Collar Workers in the GCC

Authors: Masud Chand (Wichita State University)

Abstract: This study investigates the lived experiences of South Asian white-collar workers in the Gulf Cooperation Council (GCC). Nearly 70% of the workforce and over half the population of the six countries that make up the GCC are migrants. 60% of migrant workers are from South Asia, with about a fourth being in white-collar professions. We conducted a qualitative phenomenological study based on 15 detailed zoom interviews of South Asians from India, Pakistan, and Bangladesh working in white-collar jobs. Purposive and snowball sampling was used for this study.

Respondents had largely positive experiences of living in the region. Most highlighted the high quality of life, tax free salaries, and multicultural tolerance as major positives. The lack of permanent residence and the cumbersome nature of the kafala system were seen as major negatives. There were significant differences in how people of different nationalities and races were treated as a matter of policy and practice. An informal racial hierarchy with Westerners and GCC Arabs at the top and South Asians at the bottom prevailed and was widely accepted across the region, including by South Asians themselves.

Family Firms

1:00 PM - 2:15 PM

Regency D&E

Entrepreneurship and Innovation

Facilitator: Jack Richter (Auburn University at Montgomery)

Title: Beyond Succession: How Socioemotional Wealth Shapes Entrepreneurial Intentions in Family Business Contexts

Authors: Megan Harper (Florida Atlantic University)

Abstract: This paper explores how exposure to family business dynamics influences entrepreneurial intentions among individuals who create independent ventures rather than join or inherit existing family firms. While succession remains the dominant pathway within family firms, nearly half of entrepreneurs emerge from family business backgrounds. Drawing from the socioemotional wealth (SEW) framework and integrating the Theory of

Planned Behavior (TPB), I argue that the five SEW dimensions differentially impact attitudes toward entrepreneurship, subjective norms, and perceived behavioral control. I develop five propositions explaining how SEW shapes psychological antecedents of entrepreneurial intention. Theoretically, this framework extends both SEW and entrepreneurship literature by explaining contradictory findings regarding family business exposure and reconceptualizing SEW as an individual-level influence rather than solely a firm-level phenomenon. By disaggregating SEW and aligning it with TPB, this paper contributes a novel framework that explains why individuals embedded in family firms may either uphold tradition through succession or pursue autonomy through new venture creation.

Title: Speaking Up in Family Firms: Exploring the Role of LMX in Employee Voice Behaviors

Authors: Michele Craven (Mississippi State University), Nathan Black (University of Iowa), **Alyssa Bevacqua** (Mississippi State University), Emily Marett (Mississippi State University)

Abstract: Communication in family firms is shaped by intricate dynamics that differ from communication in non-family firms. This study investigates one specific form of communication across family firms and non-family firms; that is, how employee voice behaviors, specifically promotive and prohibitive voice, manifest in family firms compared to non-family firms. Drawing on social exchange theory (SET), we highlight the mediating role of leader-member exchange (LMX) and examine how the unique relational environment of family firms fosters high-quality LMX relationships, which in turn, enhance voice behaviors. Using path analysis on 383 employee-coworker dyads, we find that family firm status positively relates to LMX, significantly predicting promotive voice behaviors. Furthermore, the indirect effect of family firm status on promotive voice via LMX is significant, underscoring the relational exchanges in encouraging proactive suggestions to improve organizational processes. However, the indirect effect of family firm status on prohibitive voice via LMX was not significant, suggesting potential limitations in how LMX influences employees' willingness to raise concerns or criticisms in these settings. These findings contribute to both the voice and family firm literatures by investigating the interplay between family firm status, LMX, and employee voice behaviors.

Title: Ethical leadership in family firms: How role modeling mitigates employee dark personality and unethical pro-organizational behavior

Authors: Benjamin McLarty (Louisiana Tech University), Vitaliy Skorodziyevskiy (University of Louisville), Matthew Quade (Baylor University)

Abstract: Unethical pro-organizational behavior (UPB) of employees in family firms has received scant attention from a theoretical and empirical perspective. Utilizing a social learning theory approach, we examine the combined influence of supervisor ethical leadership and socioemotional wealth importance (SEWi) for their simultaneous ability to mitigate the relationship between employee dark personality and UPB in family firms. We hypothesize and find that employees who possess higher levels of the Dark Triad (DT) traits of narcissism and psychopathy that otherwise would be likely to engage in greater UPB do so to a lesser extent when they perceive their family firm supervisors as ethical role models who also embrace the firm's affective emotional endowments. However, when ethical role modeling is absent, employees are more likely to engage in UPB when a greater emphasis on family pursuits is emphasized by leaders. These findings have both theoretical and practical implications for family firms as well as their leaders. Additionally, this work should encourage scholars to utilize more complex models to explain and predict the ethical behavior of employees in family firms.

HRM Research in New Topics

1:00 PM - 2:15 PM

Regency A & B

Human Resources, Careers, and Development

Facilitator: Allen Gorman (University of Alabama at Birmingham)

Title: Familiarity Breeds Adaptation: The Role of Past and Present Events on Turnover Intentions

Authors: Li Pingshu (University of Texas Rio Grande Valley), Frederick Morgeson (Michigan State University), JORGE GONZALEZ (University of Texas, Rio Grande Valley), Guofeng Wang (University of Electronic Science and Technology of China)

Abstract: Recent event-oriented research has demonstrated that events can influence many different psychological processes and outcomes. Although this research has focused on the impact of single events in isolation, there is reason to believe that experience with past events can influence reactions to similar present-day events. We develop theory about the impact of past

events and empirically examine how employee experience with a past negative event shapes their reactions to a present negative event. In doing so, we argue that past negative event experience can mitigate the negative effect of present event disruption on employee outcomes. More specifically, building from job demands–control theory, we propose that job overload mediates the present event disruption and turnover intentions relationship. Shared employee past negative event experience, individual adaptivity, and unit collective resilience negatively moderate this mediated relationship. We explored these relationships in two field studies and found (in Study 1) that shared past negative event experiences mitigated the positive effect of present event disruption on employee turnover intentions. Based on these findings, we designed Study 2 to further investigate the proposed mediating and moderating mechanisms, finding additional support for our hypotheses. These findings extend event-oriented research and have important implications for management practice.

Title: Human-AI Dynamics: A Personalized Approach to Workforce Development

Authors: Yu Wang (Binghamton University), Kristin Sotak (SUNY Oswego), Linda Reynolds (Binghamton University, SUNY), Yeunkyung Cho (Binghamton University, SUNY), Aishwarya Sundar (Binghamton University, SUNY)

Abstract: In the era of artificial intelligence (AI), organizations are increasingly focused on leveraging AI to enhance efficiency. While early research emphasized AI as a replacement for the workforce, this study builds on human-AI collaboration, levels of analysis, and shared reality theory to explore AI's role in workforce development with a personalized approach. This paper presents two studies. Study 1 examines individual variations in the usage of and attitudes toward AI, highlighting significant differences among people. Study 2 investigates how specific psychological characteristics (i.e., conscientiousness, intellect, and a fixed mindset) interact with contextual factors (i.e., trust in AI and task type) to shape human-AI collaboration. The findings demonstrate that intellect and fixed mindset interact with individuals' level of trust in AI to influence the dynamics of human-AI collaboration jointly. These findings provide significant value for workforce development. Organizations can use tailored AI tools to enhance individual employees' skills, foster growth, and align development strategies with personal cognitive styles and trust levels. A personalized approach to human-AI collaboration not only strengthens employee capabilities but also builds organizational adaptability in an AI-driven work environment.

Title: FOSTERING INNOVATION THROUGH E-HRM: A DIGITAL HUMAN CAPITAL RESOURCES PERSPECTIVE

Authors: Duckjung Shin (Korea University), Changan Lee (Korea University), Chanhyuk Shin (Korea University), **Kyoung Yong Kim** (Villanova University)

Abstract: This study examines how electronic Human Resource Management (e-HRM) practices contribute to innovation by focusing on the deployment, utilization, and integration of digital resources through the lens of digital fit. We propose the concept of Digital Human Capital Resources (Digital HCR)—an emergent, digitally embedded form of employee capabilities—as the mechanism through which e-HRM enables innovation. At the organizational level, we analyze multi-sourced panel data from Korean firms and find that e-HRM positively influences innovation, particularly when aligned with High-Performance Work Systems. At the individual level, we draw on a three-wave survey dataset and show that e-HRM enhances innovation by fostering digital embeddedness—the extent to which employees internalize and apply digital HR tools in their daily work. Furthermore, we identify workplace digitalization as a key moderator that strengthens the effect of e-HRM on individual innovation. By integrating insights from human capital theory, social cognitive theory, and the concept of fit, this study contributes to the literature on e-HRM and digital workforce transformation. Practical implications include the importance of designing e-HRM systems that support employee engagement, aligning digital delivery with strategic HR content, and fostering digital-friendly environments to maximize innovation outcomes.

Natural Language Processing and Text Analysis

1:00 PM - 2:15 PM

Teal

Professional Development Institute

Organizational and psychological research increasingly uses language data to measure variables and test hypotheses in novel ways. This revolution has been brought on by the availability of open source tools for analyzing language data (e.g., speech, emails, earnings call transcripts, social media content). We will use Python to equip students with skills and example code for using a variety of natural language processing (NLP) methods for converting text data to quantitative data, including traditional, count-based approaches to NLP (dictionaries, n-grams), word embeddings (e.g.,

word2vec), document embeddings (e.g., BERT), and large language models (LLMs; e.g., GPT, Llama). We will learn how to use these NLP approaches: to estimate similarity among different entities, build predictive models for measuring constructs, and how to use LLMs to measure variables without training data. Overall, students will come away with a variety of tools for applying NLP in organizational research, while also learning about a variety of papers that have used NLP in organizational research, including micro and macro research and ranging from human resources topics (e.g., selection and assessment) to organizational behavior topics.

Presenter: Louis Hickman

Not Less Real, Just Less Physical: Virtual Avenues for Learning and Development

1:00 PM - 2:15 PM

Magnolia

Innovative Teaching and Research Methods

This session examines how virtual tools and approaches to teaching are transforming learning and development in management education. The papers included in this session highlight the effectiveness of virtual approaches across coaching, executive leadership, and asynchronous learning environments. Attendees will explore innovative practices that demonstrate how virtual learning is not less impactful, just less physical.

Facilitator: Tyler Burch (Mississippi State University)

Title: Optional Online Office Hours: Practice Informed Insights for Asynchronous Learning

Authors: Thomas Conklin (Georgia State University), **Nathan Hartman** (Illinois State University)

Abstract: Instructors of asynchronous classes face the ongoing challenge of fostering spontaneous, supportive, and relational interactions with their students. This paper examines the declining impact of traditional office hours, while pointing out how research has failed to offer alternatives or recommendations. This paper introduces an emerging instructional response: Optional Online Office Hours (OOOH!). Our experiences across multiple semesters with asynchronous courses suggest OOOH!, a drop-in synchronous practice, may restore instructional presence, enhance student agency, and support peer learning in a way equivalent to traditional office hours. We connect this practice to theories of transactional distance,

psychological safety, and traditional open-door communication while calling for guidance from the management education literature on how faculty should modify office hours to fit with online learning environments. The paper concludes with practice-based insights and proposes the research needed to guide future inquiry into how traditional open-door policies from face-to-face environments might be appropriately proposed for the virtual classroom.

Title: AI-assisted Reflective Learning for Executive Leadership Development

Authors: Shuang Liu (Georgia State University)

Abstract: Reflective learning is critical for executive leadership development, enabling leaders to challenge assumptions, adapt behaviors, and enhance strategic decision-making. However, traditional reflective methods face limitations, including reliance on self-motivation, delayed feedback, and limited personalization, particularly in dynamic and complex business environments. This paper develops a conceptual framework for AI-assisted reflective learning, leveraging artificial intelligence to enhance executive reflection processes. The framework identifies four key mechanisms: structured reflective frameworks, real-time feedback loops, scenario-based experiential learning, and personalized learning integration. These mechanisms provide executives with dynamic, data-driven, and adaptive reflective insights, overcoming cognitive biases and fostering deeper, more actionable learning. The outcomes of AI-assisted reflective learning include enhanced strategic decision-making, greater leadership agility, continuous meta-cognitive development, and improved decision adaptability. This paper advances reflective learning theory by demonstrating AI's transformative role in enabling executives to reflect, learn, and lead more effectively in today's fast-paced, complex organizational environments.

Title: The AI-Ready Business Graduate: Innovative Exercises Connecting AI Fluency with Performance Management Skills

Authors: Heidi Baumann (Illinois State University), Nathan Hartman (Illinois State University), Anna Zabinski (Illinois State University)

Abstract: The changing technological landscape is prompting management educators to incorporate advancements in technology into the classroom to prepare business students for their future careers. Capabilities related to artificial intelligence (AI) will be particularly important for business graduates as they move into organizations that rely on AI for decision-

making, automation, and optimization. We introduce three teaching methods (i.e., assignments) that ask students to use AI as they learn and practice skills related to performance management. Relying on the Know, See, Plan, Do pedagogical framework, we suggest that AI provides opportunities for students to move past knowledge acquisition to more active learning involving skill practice and application. We provide overviews of the three teaching methods as well as detailed copies of the assignments. Further, we analyze and report on quantitative, qualitative, and anecdotal data related to students' experiences using AI.

Organizational Leadership in Health Care, Startups, & Sociopolitical Activism

1:00 PM - 2:15 PM

Regency G

Organization Theory and Special Interest Areas

Facilitator: Anmol Pandey (University of Texas Rio Grande Valley)

Title: The Innovation Lifeline: Decoding How Funding Sources Shape Healthcare Startup Success for Hospital Leaders

Authors: Ali Mchiri (Sam Houston State University), Gregory Orewa (University of Texas San Antonio), Kristin Burton (Purdue University Northwest), Michele Heath (Cleveland State University), Thuong Nguyen (University of Texas at San Antonio)

Abstract: Despite the surge in demand for digital healthcare solutions to improve patient care quality, healthcare venture startups must balance investor interests while appealing to key hospital leaders, with innovation serving as a critical pathway to achieve this dual objective. This study investigates the relationship between digital healthcare startups' funding source selection and their innovation performance within the healthcare industry. Utilizing comprehensive data from Pitchbook, we analyzed five distinct funding source categories, measuring innovation output through patent document counts and employing negative binomial regression models to examine associations between funding types and innovation portfolios. The analysis revealed a statistically significant positive relationship between certain funding source types and digital healthcare startups' innovation capabilities, with firms backed by venture capital demonstrating the strongest innovation performance, followed by corporate-backed startups, both outperforming companies financed through alternative sources. Our

findings indicate that venture capital financing, followed by corporate backing, is associated with superior innovation output as evidenced by patent document generation, suggesting that funding source selection plays a meaningful role in determining a digital healthcare startup's innovation trajectory. Healthcare leaders should therefore prioritize partnerships with startups supported by stable funding sources to ensure access to innovative technologies, mitigate operational risks, and position their organizations for sustainable success in delivering enhanced patient care.

Title: Leadership in Continuing Care Retirement Communities: The CEOs' Perspectives

Authors: Dave Williams (Appalachian State University), Steve Fleming (Kintura), Robyn Stone (LeadingAge)

Abstract: This exploratory paper examines the perspectives of chief executive officers of continuing care retirement communities related to leadership theories, traits, and competencies. These areas are unexplored topics in the literature. Results from a survey seeking to rank order seven leadership theories show that an authentic leadership style is viewed as the most important leadership style to have for an "ideal" continuing care retirement community chief executive officer. The authentic leadership style is then analyzed in light of the characteristics of the CEO and firm, as well as CEO rankings of traits and competencies. The model fits the data well, with the organizational size and ranking of the CEOs' top leadership competency being positively associated with the CEOs' selection of the authentic style of leadership. Implications for practitioners are discussed, as well as areas for further research.

Title: Firm Legitimacy and CEO Sociopolitical Activism: An Institutional Theory Perspective

Authors: Anmol Pandey (University of Texas Rio Grande Valley), Michael Abebe (The University of Texas Rio Grande Valley), Keshab Acharya (Central Connecticut State University), Wanrong Hou (University of Texas Rio Grande Valley)

Abstract: Research on CEO sociopolitical activism (i.e., CEOs' public commentary on controversial societal issues) is a phenomenon that is increasingly attracting scholarly attention. While research on the consequences of CEO sociopolitical activism continues to grow, less is known when it comes to its antecedents. In this study, we advance research in this area by exploring the role the institutional environment plays in shaping CEOs' decisions to engage in sociopolitical activism. Specifically, we draw

from Neo-Institutional Theory (NIT) to argue that the firm's social and market legitimacy (its regard among its market and social audiences) is likely to increase the likelihood that CEOs engage in sociopolitical activism by providing them with a "license" and mitigating the potential backlash that might arise when they do so. We further theorize that, when faced with intense shareholder activism, CEOs of firms with strong market (but not necessarily social) legitimacy are more likely to engage in CEO sociopolitical activism. Our analysis of CEO sociopolitical activism incidents among a matched pair of S&P 500 firms from 2007-2020 provides support for these predictions. Overall, we contribute to the nascent literature by offering an institutional theory explanation of why some CEOs choose to engage in sociopolitical activism while others remain on the sidelines. Implications for theory and practice are discussed.

Political Behavior and Workplace Dynamics

1:00 PM - 2:15 PM

Dogwood

Organizational Behavior

Facilitator: Jingshu Pan (Florida International University)

Title: Political Acting Got You Down: The Affective and Motivational Costs of Daily Political Behavior at Work

Authors: I-Heng (Ray) Wu (University of New Mexico), Samantha Jordan (University of North Texas), Wayne Hochwarter (Florida State University)

Abstract: Enacted workplace politics refers to non-task-oriented social influence tactics that are self-interested, goal-directed, and unsanctioned. From a between-person perspective, prior research has demonstrated that engagement in political behavior is associated with greater career potential and performance, indicating that employees ultimately benefit from participating in politics. However, because employees may also engage in varying levels of political behavior each day, it is imperative to take a within-person perspective and understand how and why daily political behavior might impact those who engage in such behavior – particularly the costs associated with enacting politics. In this study, we draw on affective events theory and political research to advance an actor-focused theoretical model, arguing that engaging in daily political behavior can pose affect- and motivation-based threats to the actor. Through an experience sampling study (i.e., three surveys a day for ten consecutive workdays involving 148

employees), our results suggest that employees who engaged in daily political behavior reported lower levels of task performance and higher levels of counterproductive work behavior the following evening, mediated by increased negative affect and unmet achievement and communion strivings throughout the day. We also found that daily political behavior was associated with increased unmet status striving the next afternoon, mediated by negative affect the following morning. Engaging in daily political behavior can tax the actor both affectively and cognitively. This research contributes to understanding the within-person nature and hidden cost of political behavior while offering a balanced view of enacted politics at work.

Title: Psychological Safety Under Threat: Student Prejudice, Mega-Threats, and Minority Educators' Pedagogical Challenges

Authors: Alana Bell (Tulane University A.B. Freeman School of Business)

Abstract: While psychological safety is frequently examined through the lens of students' experiences, considerably less attention has been paid to the psychological safety of educators themselves. This conceptual paper foregrounds the experiences of minority educators in predominantly White classrooms, arguing that their psychological safety is increasingly threatened by rising societal mega-threats and a deteriorating social climate. Drawing on followership theory, social identity theory, and a Diversity, Equity, and Inclusion (DEI) framework, I examine how student incivility—manifested through microaggressions, bias, and other forms of disrespect—erodes educators' psychological safety. I propose that societal-level stressors, including racial and political tensions, amplify the impact of student incivility, particularly for faculty from marginalized backgrounds, and that social identity processes exacerbate insider-outsider dynamics in the classroom. Beyond psychological strain, these dynamics present unique pedagogical challenges that undermine instructional effectiveness, voice behavior (both promotive and prohibitive), and classroom engagement. I further theorize that organizational and social support serve as critical moderators, buffering the deleterious effects of incivility and promoting psychological safety. The paper concludes with implications for educator well-being, employee voice, and broader organizational outcomes, emphasizing the need to create environments in which minority educators can thrive both professionally and psychologically.

Title: The double-edged sword of devotion: Follower dependency as a mediator in the transformational leadership-innovation relationship

Authors: Gabriela Rodriguez Contreras (University of Texas at Arlington)

Abstract: Transformational leadership generally promotes innovation through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Despite its documented positive effects on organizational outcomes, the literature reveals inconsistent impacts across different innovation types, particularly between exploration and exploitation. This research addresses a critical gap by investigating follower dependency as a mediating mechanism explaining these divergent effects. Drawing from Transformational Leadership Theory and the exploration-exploitation framework, I propose that transformational leadership positively correlates with follower dependency, which enhances exploitation while hindering exploration activities. This study challenges the simplistic view that transformational leadership uniformly benefits all innovation types. By revealing the "double-edged sword" nature of transformational leadership, this research contributes to both leadership and innovation literature, providing a more contingent perspective on their interplay and informing more targeted leadership practices in organizations pursuing innovation.

Practice Meets Prediction: Managerial Insights on Emerging Work Challenges

1:00 PM - 2:15 PM

Regency C

Professional Development Institute

Title: Practice Meets Prediction: Managerial Insights on Emerging Work Challenges

Authors: Joseph Schaefer (SUNY New Paltz)

Abstract: As the world of work rapidly evolves, practicing managers are grappling with shifting employee expectations, technological disruption, talent shortages, and new demands for flexibility and purpose. This session brings together a panel of experienced managers to share firsthand perspectives on the most pressing challenges they face and the trends they see shaping the future of work. What keeps them up at night? What opportunities do they see on the horizon? And where do they believe academic research can make the greatest impact? Join us for a practical conversation that bridges the gap between management scholarship and organizational reality.

"Why was my manuscript desk rejected?" A submission-journal fit perspective in entrepreneurship research

1:00 PM - 2:15 PM

Studio 220 A

Professional Development Institute

Title: "Why was my manuscript desk rejected? A submission-journal fit perspective in entrepreneurship research"

Authors: John Ring (Louisiana Tech University), Thomas Allison (TCU), Aaron Anglin (Texas Christian University), Jon Carr (North Carolina State University), Clay Dibrell (University of Mississippi), Benjamin McLarty (Louisiana Tech University), Esra Memili (UNC Greensboro)

Abstract: Regardless of an author's success in publishing academic research, everyone has dealt with the dreaded question, "Why was my manuscript desk rejected?" Desk rejections seemingly reduce in frequency as scholars understand the publishing process better, but this takes time and perspective. In this Professional Development Institute panel discussion, we combine the perspectives of six associate editors with unique data collected from three top journals in entrepreneurship: Entrepreneurship Theory & Practice (ETP), Journal of Business Venturing (JBV), and Strategic Entrepreneurship Journal (SEJ). Much of this discussion will focus on ensuring your submission fits your target journal. SMA members can expect to learn innovative strategies to increase submission fit by properly joining the right conversation.

Southern Bistro

2:00 PM - 2:30 PM

Prefunction Area

Sponsored by University of Memphis

Common Method Variance Detection with the CFA_Marker App

2:30 PM - 3:45 PM

Think Tank

Professional Development Institute

The presenters will demonstrate the use of a new web-based application (CFA_Marker), which requires no software installation or coding experience, which simplifies common method variance (CMV) detection with the comprehensive confirmatory factor analysis (CFA) marker technique. The threat of bias from common method variance (CMV) is a persistent concern in management research, and scholars have increasingly turned to post hoc statistical tests to detect CMV. Some tests, such as Harman's One Factor Test, have demonstrated a lack of accuracy, but the CFA marker technique has demonstrated high efficacy for CMV detection. Yet, this technique may be challenging for some to apply, as it requires an ideal marker variable and a series of structural equations models that may be difficult to interpret. In this session, the authors take participants through the CFA marker technique step-by-step, from the research design stage to analysis.

Facilitator: Wesley Wilson

Presenter: Brian Miller (Texas State University), Kim Nimon (The University of Texas at Tyler) and Marcia Simmering (Louisiana Tech University)

Corporate Hunger Games: Politics, Cartels, and Workplace Safety

2:30 PM - 3:45 PM

Regency D&E

Strategic Management

Facilitator: Marleth Morales Marengo (The University of Alabama)

Title: Non-Cartel Firms' Response to Rivals' Cartel Dissolution: Evidence from New Product Introduction

Authors: Fengdian Yang (University of Miami), Boshuo Li (University of Pittsburgh), Wei Shi (University of Miami)

Abstract: Despite a growing number of cartel dissolutions over the past decades, little is known about how non-cartel firms strategically respond to their rivals' cartel dissolutions. This study adopts a question-driven, abductive approach to investigate this phenomenon by analyzing new

product introductions by U.S. non-cartel firms. We find that non-cartel firms reduce their new product introductions following their rivals' cartel dissolutions. A series of post-hoc analyses reveals that this effect is driven by a weakened motivation to differentiate—non-cartel firms perceive their rivals' cartel dissolutions as a reduction in competitive pressure, which diminishes their incentive to differentiate from the former cartel members to survive the market competition. This study contributes to competitive strategy research by documenting an unintended responsive action by non-cartel firms to cartel dissolutions.

Title: Business Strategy and Workplace Safety: The role of Analyst Coverage and CEO Stock-based Compensation

Authors: Peiyao Chen (Central Connecticut State University), Shihui Fan (Central Connecticut State University)

Abstract: This study draws on Miles and Snow's (1978) typology of business strategy, focusing specifically on Prospectors and Defenders, to examine whether firms pursuing different strategic orientations differ in the occurrence of workplace safety violations. Additionally, we explore the moderating roles of analyst coverage, as an external monitoring mechanism, and CEO stock-based compensation, as an internal governance mechanism, on the relationship between business strategy and workplace safety violations. Using workplace injury data from the Occupational Safety and Health Administration (OSHA) from 2012 to 2022, we find that Prospectors are less likely than Defenders to engage in workplace safety violations. Moreover, analyst coverage is associated with a reduction in workplace safety violations among Prospectors but shows no significant effect among Defenders. In contrast, CEO stock-based compensation is associated with an increase in workplace safety violations among Defenders but shows no significant effect among Prospectors. This study contributes to the literature on business strategy and workplace safety by demonstrating how external monitoring and internal governance mechanisms differentially shape workplace safety violations across strategic types.

Title: Reputations in Red and Blue: How Firm Political Positioning Shapes Analyst Forecasts and Downsizing Decisions

Authors: Kwon Hee Han (University of Illinois Urbana Champaign)

Abstract: I examine how firms' political positioning, constructed through consistent patterns of corporate political activity (CPA), shapes analyst forecasts and downsizing decisions in response to declining market performance. Financial market actors view firm political positioning as

behavior-based reputation and use it to form expectations about firms' adherence to shareholder value norms. Managers in Republican-positioned firms, which signal a stronger commitment to shareholder primacy, face greater pressure from financial markets to take corrective action under adverse conditions and are more likely to engage in downsizing. In contrast, Democratic-positioned firms face weaker reputational constraints and retain greater discretion. Using an event history analysis of 357 Fortune 500 firms from 2005 to 2016, I find that Republican-positioned firms are significantly more responsive to firm- and industry-level total shareholder return when making downsizing decisions. To empirically test the proposed mechanism of financial market pressure, I examine stock analysts as key audiences for firm political positioning. Analyst-quarter fixed effects models show analysts respond more severely to performance declines in Republican-positioned firms by issuing harsher earnings forecasts. These findings reveal that the pressure to adhere to shareholder value norms varies based on firms' political positioning. I contribute to the CPA literature by proposing a novel audience-centered mechanism through which CPA influences firm behavior. While prior research has emphasized CPA's role in securing regulatory access, I argue that sustained CPA generates reputational expectations that shape stakeholder evaluations and constrain managerial discretion.

Decision Making and Drive

2:30 PM - 3:45 PM

Regency G

Entrepreneurship and Innovation

Facilitator: Lolita Walker (Morgan State University)

Title: Changing the Game: Entrepreneurial Coachability and Pivoting Behavior

Authors: Seth Butler (University of North Carolina Wilmington)

Abstract: Pivots, or strategic changes in a firm's direction, are discussed in a positive light as a means for entrepreneurs to reorient to changing external environments or better compete with rivals. However, factors that encourage or discourage entrepreneurs' propensity to pivot have not been adequately studied in the entrepreneurship literature. In fact, entrepreneurs are generally considered overconfident and passionate about their firms, which may reduce their likelihood of adapting their businesses in response to customer feedback or suggestions from third parties like mentors or

coaches. In this article, I examine entrepreneurs' pivoting behavior as driven by entrepreneurial passion, overconfidence, stage of business, and coachability in the context of an entrepreneurial mentorship program. I use a unique dyadic survey dataset of 129 entrepreneur-mentor pairs and structural equations modeling to test my hypotheses. I also create a novel measure of overconfidence I term entrepreneurial boastfulness. Results indicate that pivoting behavior is impacted by boastfulness, stage of business, and coachability. This study has academic implications for scholars to better understanding entrepreneurs' processing of feedback and suggestions with regard to traits like coachability and confidence. Practical implications include recommendations for entrepreneurial support organizations to select more coachable or humble entrepreneurs for their programs and for entrepreneurs themselves to adapt to benefit from support relationships.

Title: Entrepreneurial Self-Efficacy: A Necessary Condition for Venture Success?

Authors: Jenna-Lyn Roman (Kennesaw State University), LaFrance Ballard (Kennesaw State University), Katherine Morgan (Kennesaw State University), Steven Phelan (Kennesaw State University)

Abstract: Entrepreneurial self-efficacy (ESE) has been widely studied as a predictor of entrepreneurial outcomes, but its role as a necessary condition for venture success remains unexplored. This study uses data from the National Survey of Military-Affiliated Entrepreneurs (NSMAE) to investigate ESE as a prerequisite for firm performance, employing necessary condition analysis (NCA) on three years of panel data (2020–2022). Results confirm that high ESE is essential for achieving strong firm performance, with consistent findings across cohorts and ESE dimensions such as marketing, innovation, management, risk-taking, and financial control. While ESE's stability as a necessary condition over time is demonstrated, changes in ESE do not predict changes in performance, underscoring the complexity of the relationship. These findings emphasize the foundational role of ESE in entrepreneurial success, offering insights for educators, policymakers, and practitioners. Future research should examine moderating factors and reciprocal relationships to further understand ESE's impact on venture performance.

Title: I Am My Venture, My Venture is Me: How Venture-Identity Entanglement Leads to Entrepreneurial Misconduct

Authors: Mark Bolinger (Appalachian State University), Miranda Welbourne Eleazar (University of Iowa), Trent Williams (BYU)

Abstract: Entrepreneurial misconduct is a persistent and societally important problem, and while the larger phenomenon of misconduct is widely recognized, theoretical understanding of its causes in the entrepreneurial context has lagged behind. Within entrepreneurship, theoretical examinations of misconduct have focused on factors that have their origins outside the entrepreneur, and prior work that has considered internally-originating factors has not considered identity. This is a notable omission given both the importance of identity to entrepreneurship, and its established potential to drive negative behaviors. We propose a model grounded in identification which suggests that well-meaning entrepreneurs can become “entangled” with their ventures through extreme overidentification with them. This in turn causes the entrepreneurs to view threats to their ventures as threats to important components of their identities, and strongly motivates action that is intended to save their ventures, even if these actions that are unethical or illegal. We then explore various boundary conditions that begin to explain why some entrepreneurs succumb to the motivation to commit such acts while others are able to resist. In theorizing a role for identity in entrepreneurial misconduct, we contribute to the literatures on misconduct, identification and identity, and ethics.

Interface between Work and Personal Affairs

2:30 PM - 3:45 PM

Dogwood

Human Resources, Careers, and Development

Facilitator: Jennifer Milczewski (University of Texas Rio Grande Valley)

Title: I’M SAFE, I’LL SPEAK UP...OR WILL I? THE EFFECTS OF PSYCHOLOGICAL SAFETY AND APPROACH MOTIVATION ON SAFETY VOICE

Authors: Jacob Whitmore (LSU of Alexandria), Mickey Smith (University of South Alabama)

Abstract: The purpose of this study is to test the effects of psychological safety on safety voice. Using broaden and build theory, we posit that psychological safety positively affects safety voice by the power of positive organizational behavior. As such, we also propose that an approach motivation facilitates this relationship since individuals with an approach motivation seek positively-valenced experiences. We also examined the interaction effects of conscientiousness on this relationship since previous research has shown the importance of conscientiousness in influencing voice behavior. Data collection involved 158 individuals from a manufacturing firm

in the United States. Using path analysis, we found that psychological safety has a positive relationship with safety voice through approach motivation. Our results also suggest that this relationship is fully mediated, indicating that safety voice behavior in a psychologically safe environment is always a positively-valenced experience. We also found that there were no significant interaction effects with conscientiousness on the path from psychological safety, approach motivation, and safety voice. These results suggest that in a positive environment, conscientiousness does not have to activate for employees to speak up. Our work furthers the literature by establishing one of the only empirical links between safety voice and psychological safety while also demonstrating why this relationship occurs. Practical implications for the importance of a positive environment for safety communications are also discussed.

Title: Unexpected News: Exploring Coworker Reactions to Maternity Leave Announcements

Authors: Karen Landay (University of North Texas), Sara Krivacek (James Madison University), David Arena (University of Texas, Arlington), **Selinay Civit** (University of North Texas), Julie Hancock (UNT)

Abstract: Despite the significant presence of women in the American workforce, many organizations struggle to navigate a common event in many working women's lives – pregnancy and the ensuing need for maternity leave. While initial research has explored pregnancy experiences at work, most studies focus on the perspective of pregnant employees themselves. This approach neglects the standpoint of coworkers, who likely face immediate changes to their workflow when a colleague takes a leave of absence. Accordingly, we drew on sensemaking theory to consider how coworkers of leave-takers might assign meaning to communication around maternity leave. Across two between-person experimental vignette studies, we examined coworker reactions to a supervisor's email announcing a colleague's maternity leave. Our results demonstrated that allocation of the leave-taker's work shaped perceptions of both supervisors and the organization, but not of the leave-taker herself. Specifically, ratings of perceived supervisor support, informational justice, and organizational attraction all increased when other coworkers (but not the focal participant) were assigned to cover leave-taker's tasks. However, the leave-taker's organizational tenure had no significant effects. Additionally, thematic analysis using ChatGPT suggested that coworkers typically drafted supportive responses, especially when they were not assigned extra tasks. Taken together, our findings indicate the theoretical and practical importance of understanding the implications of maternity leave

communication in the workplace.

Title: Entrepreneurs and Entrepreneurial Support Organizations: A New Domain for Human Resource Management Scholarship and Practice

Authors: Alexander Lewis (The University of Texas at San Antonio), **Jorge Cruz** (University of Texas at San Antonio), Shannon Marlow (The University of Texas at San Antonio)

Abstract: This paper introduces a novel research framework that bridges HRM functions with the unique dynamics of Entrepreneurial Support Organizations (ESOs), offering insights into how these organizations can optimize their HRM practices to support entrepreneurial success. We emphasize three unique challenges faced by ESOs in managing entrepreneurial performance and development. First, ESO managers often lack formal control over independent entrepreneurs who likewise operate in unstructured environments, necessitating a more adaptive HRM approach in managing entrepreneurial talent. Second, unlike traditional organizations where employees share encompassing organizational goals, entrepreneurs in ESOs pursue vastly different objectives, requiring HRM practices to accommodate toward significant heterogeneity in entrepreneurial aims. Finally, the short-term temporal engagement between ESOs and entrepreneurs introduces additional challenges as entrepreneurs must rapidly adapt and perform without the benefit of long-term development structures. We utilize the Ability-Motivation-Opportunity (AMO) model as a framework for analyzing HRM mechanisms within ESOs. Through this model we explore how skill-, motivation-, and opportunity-enhancing HRM practices function in the unique context of ESOs. We generate propositions that address the distinct challenges and opportunities HRM faces in ESOs, offering insights into how these organizations can improve their practices to better support entrepreneurs and simultaneously foster organizational performance. Ultimately, we aim to expand a dialogue in entrepreneur and HRM scholarship by introducing a novel context in which HRM mechanisms intersect within ESOs, thus opening interdisciplinary opportunities for research and discussion.

Only as Effective as the Hand that Wields It: AI Motivations and Fluency in Management Education

2:30 PM - 3:45 PM

Regency A & B

Innovative Teaching and Research Methods

This session explores the intersection of AI and management education, emphasizing the critical role of the user in realizing its potential. The featured papers examine how AI reshapes executive education, fosters performance management skills, and drives pedagogical innovation in international management contexts. Attendees can expect to hear more about AI's potential as a powerful educational tool, though one that is most effective when wielded intentionally.

Facilitator: Jose Cerecedo Lopez (Elon University)

Title: Reshaping Executive Education through Executives Motivations and Artificial Intelligence

Authors: **Pierre Andrieux** (Louisiana Tech University), Justin Keeler (Wichita State University), Meagan Baskin (Florida Gulf Coast University)

Abstract: We aim to provide timely guidance to both executives seeking business education and administrators of institutions of higher education (HE) on program offerings. First, through an expert viewpoint approach, we provide an overview of degree and non-degree options for executive business education. Second, using expectancy theory, we provide a motivation-based explanation as to why executives seek executive business education. We highlight the potential of micro-credentials and certificate programs to remedy goal/outcome misalignments concerning executive education pursuits, should they arise. Third, we provide market-driven suggestions for executives and HE administrators alike to build market-driven curriculums and embrace emerging artificial intelligence (AI) trends to respond to changing expectations. Fourth, and lastly, we share thoughts on AI curriculum integration into executive business programs. Our work provides unique insights to remedy cooperative education via micro-credentials and certificates for executives and organizations, especially when degreed programs may not. We hope to positively reshape the landscape of executive education in business by providing expert guidance to executives while highlighting market-driven recommendations to higher education administrators. In sum, we adopt a stakeholder-centric view of executives and higher education administrators to more accurately understand the motivations of executives pursuing executive education while assisting higher education administrators in offering timely AI-augmented curriculums.

Title: AI as Pedagogical Partner: A Qualitative Evaluation of Teaching Innovation in International Management Education

Authors: Tracy Ginn (East Carolina University and UNC Greensboro)

Abstract: This study contributes to the advancement of management education by exploring how artificial intelligence (AI) tools can be integrated into international business pedagogy to improve student learning outcomes. Drawing on qualitative data from open-ended surveys of MBA students in a Comparative Management course, this paper identifies the cognitive, ethical, and strategic benefits of AI-assisted instruction. Thematic analysis reveals that students perceived AI as a creative partner, a productivity enhancer, and a platform for cross-cultural engagement. The findings support a framework for pedagogical innovation in global management education, offering design principles and instructional practices that align with experiential, technologically enhanced learning. This work pushes the boundaries of how we teach and assess management skills in an era shaped by digital transformation.

Title: AI Coaching: An Accessible, Adaptive, and Supportive Companion to Foster Socioemotional and Interpersonal Competencies

Authors: Mai Trinh (The University of Texas Rio Grande Valley), Farzaneh Fouladi (University of Texas Rio Grande Valley), Ishraque Hossain Chowdhury (The University of Texas Rio Grande Valley), Zayra Espinoza (The University of Texas Rio Grande Valley)

Abstract: Peer coaching has been an effective practice in management education due to its ability to help students develop socioemotional and interpersonal competencies in the context of developmental relationships. Recent technological innovations in generative artificial intelligence (AI) offer potentials to extend and power up these applications. This resource review describes AI-driven coaching tools that can offer personalized, affordable, and adaptive coaching experiences for students in management courses. These tools are easy to use, require minimal instruction and intervention from instructors, and help students foster self-awareness, empathy, emotional intelligence, and other socioemotional skills. While they present many benefits, concerns around data privacy and the handling of sensitive information should also be considered. We review several AI coaching tools, evaluate their strengths and limitations, and provide insights to help management educators choose suitable tools for their implementation and integration.

Social Issues and Ethics Interactive Presentations

2:30 PM - 3:45 PM

Regency C

Social Issues and Ethics

Facilitator: Vickie Gallagher (Cleveland State University)

Title: CTRL+ALT+BEHAVE: AN INVESTIGATION OF AI's COMMAND OVER ORGANIZATIONAL EXPERIMENTS

Authors: Justin Keeler (Wichita State University), Pierre Andrieux (Louisiana Tech University), Jacob Whitmore (LSU of Alexandria), Sesan Adeniji (Wichita State University), Walter Sowden (University of Michigan)

Abstract: Artificial intelligence (AI), specifically generative AI, has transformed the working lives of both practitioners and scholars. Many organizational behavior researchers have recently turned to AI as a tool to enhance experimental stimuli. However, there is no clear understanding of how expansive the use of AI has been in organizational behavior experimental research. As such, the field of organizational behavior lacks understanding of the efficacy and applications of AI in experimental studies. Using structured scoping review procedures, our work aims to discover how scholars have used AI in experimental organizational behavior research. We explore how widely AI-enhanced stimuli have been used in organizational behavior research and how such stimuli compare to more traditional studies. This work identifies how AI-enhanced studies can shape participant outcomes and what conditions may influence these outcomes. Additionally, we discuss methodological, theoretical, and ethical issues related to AI in experimental research. Our scoping review provides the field of organizational behavior with a comprehensive account of how scholars have so far used AI in experimental research while providing recommendations for researchers to build upon previous work.

Title: An Eye for an Eye at Work: Unethical Context in Organizations and Employee Victimization and Retaliation

Authors: Sean Valentine (University of North Dakota), Robert Giacalone (Texas State University), Connie Bateman (University of North Dakota), Patricia Meglich (University of Nebraska, Omaha)

Abstract: An unethical context in organizations can encourage employees to exhibit a callous disregard for their coworkers' well-being. Such a mindset can lead them to victimize colleagues, thus contaminating worker relations in ways that motivate reciprocal misbehaviors directed at others and elevating the toxicity found in the workplace. Given these concerns, the purpose of this phenomenon-driven study was to investigate how an unethical organizational context prompts employee victimization, comprised of work polyvictimization and alienation, and employee retaliation, occurring as work vengeance and bullying others at work. Time-lagged data were collected from a large panel of working adults, with the results showing that unethical organizational context, work polyvictimization, work alienation, work vengeance, and bullying others at work were positively interrelated both directly and indirectly. The findings have implications for theory development and suggest that firms focus on developing policies that build ethical work environments and discourage employees from mistreating their coworkers.

Title: Labeled and Defiant: Fraud Convictions and Strategic Debt Repudiation

Authors: Ke Gong (University of Southern Mississippi), Joel Bolton (University of Southern Mississippi), Owen Parker (University of Texas at Arlington), Ali Dogru (University of Southern Mississippi)

Abstract: This study investigates how corporate fraud convictions influence firms' engagement in strategic debt repudiation (SDR)—a form of overt and intentional misconduct where firms deliberately refuse to repay debts despite having the financial means to do so. We challenge the traditional corrective action perspective, which assumes firms respond to regulatory sanctions through prosocial behavior, and instead propose that fraud convictions may trigger a criminogenic labeling process. Drawing on labeling theory and the literature on recurring deviance, we theorize that formal fraud convictions stigmatize firms, constrain their access to critical resources, and reshape their strategic calculus—pushing them toward SDR as an alternative organizational strategy. We further propose that external legitimacy-repairing efforts (charitable donations) and internal organizational inertia (inefficient investment) moderate this relationship. Using a panel dataset of 4,149 publicly listed Chinese firms from 2013 to 2023, we find consistent evidence that firms with prior fraud convictions are significantly more likely to engage in SDR, particularly those with higher levels of stigma. The tendency is attenuated by greater charitable donations and exacerbated by internal inefficiencies. Robustness checks using propensity score matching and subsample analyses confirm our findings. This study advances

our understanding of strategic deviance, post-enforcement corporate behavior, and the unintended consequences of reputational labeling.

Title: Pathways to Second Chances: A Multidisciplinary Integrative Review of Research on the Employment of Formerly Incarcerated Individuals

Authors: Allen Gorman (University of Alabama at Birmingham), Sarah Tucker (UAB), Tamanna Tamanna (UAB), Joseph Himmler (University of Alabama at Birmingham), Tanya Contreras (UAB)

Abstract: In this paper, we present an integrative review of the research literature on the challenges and opportunities surrounding the employment of formerly incarcerated individuals (FIIs). Grounded in a multidisciplinary approach, we synthesize research across various domains, including vocational behavior, criminal justice, sociology, and management, to provide a holistic understanding of the systemic barriers that hinder FIIs' reintegration into the workforce. We introduce an integrative framework that examines the employment life cycle of FIIs, encompassing recruitment, selection, onboarding, development, and retention. We also highlight the critical role of social stigmatization, lack of access to vocational training, and systemic disconnection between correctional institutions and labor market demands. Furthermore, our review emphasizes the importance of employer engagement and policy interventions in fostering inclusive hiring practices that support the successful reintegration of FIIs. We conclude with a call for future research and practical recommendations focusing on individual, organizational, and systemic factors that influence successful FII employment, highlighting the necessity of tailored vocational programs, social network support, and supportive workplace practices.

Title: Moral Schemas and Unethical Pro-Organizational behaviors

Authors: Jay Bates (Rutgers University), Hana Johnson (Washington State University)

Abstract: What leads individuals to perform unethical actions that benefit their organization? This paper looks to answer this question using Rest et al.'s (1999) model of moral decision-making and generalizing this model to other areas of decision-making (Dodge, 1986). Parallel models exploring moral, prosocial, and selfish schemas are explored. Utilizing a scenario based online experiment, 355 participants described what issues are most salient when deciding whether to engage in an unethical pro-organizational behavior (UPB). This study finds that moral awareness decreases while selfish awareness increases willingness to perform UPBs. Unexpectedly,

selfish awareness motivated the engagement in UPBs rather than prosocial awareness. This paper contributes to the UPB literature through the inclusion of schema-type awareness and the moral decision-making literature by exploring different decision-making schemas.

Title: Entrepreneurial Psychopathy: How Gender and Sexuality Shape the Psychological Drivers of Perceived Behavioral Control

Authors: BRYAN PENNY-DARDEN (Western Carolina University), Emma Marie Best (Wake Forest University), Shawn Smallwood (Western Carolina university)

Abstract: Psychopathy is traditionally associated with manipulative, impulsive, and antisocial behaviors, often linked to dysfunctional leadership, unethical decision-making, and interpersonal exploitation. However, emerging research suggests that certain subclinical psychopathy-related traits such as resilience, opportunism, and emotional detachment may also positively influence Perceived Behavioral Control (OBC). This study examines how psychopathy-related traits (egotism, antisocial behavior, and callousness) shape PBC and this is further moderated by gender and sexuality. Our focus is to examine how PBC may influence LGBTQIA+ nascent entrepreneurs to pursue entrepreneurship. Survey data collected from 1,001 respondents using hierarchical regression modeling, we find that egotism positively influences PBC ($\beta = 0.27, p < 0.001$), but this effect is significantly weaker for bisexual and homosexual women ($\beta = -0.18, p < 0.01$). Antisocial behavior also increases PBC ($\beta = 0.22, p < 0.001$) and significant moderation effects from gender and sexuality ($\beta = 0.14, p < 0.05$) were observed. Callousness is positively associated with PBC ($\beta = 0.15, p < 0.05$); however, there were no significant moderation effects from either gender or sexuality. Our findings highlight both the potential advantages of psychopathy-related traits in entrepreneurship, particularly within marginalized communities navigating systemic barriers to traditional employment. Integrating the Theory of Planned Behavior (TPB), we contribute to the growing literature on entrepreneurial cognition, identity-based entrepreneurship, and the complex role of personality in venture creation.

Title: Do women and men differ in their managerial aspirations? The roles of gendered and personality traits

Authors: HeyIn Gang (Saginaw Valley State University), Marc Anderson (Iowa State University)

Abstract:

Women remain underrepresented in senior management roles, and one possible explanation is that women have lower aspirations. In this study, we investigate whether gender differences exist in managerial aspirations, and examine the role of two sets of dispositional traits – gendered traits (masculinity and femininity) and Big Five personality traits – as determinants. Building on social role theory and the personality literature, we hypothesized that the predictors of managerial aspirations will differ between men and women. We found no explicit gender differences in managerial aspirations and masculinity, but found statistically significant gender differences in conscientiousness, emotional stability, and femininity. Masculinity was the only significant predictor of men’s managerial aspirations, whereas masculinity and both extraversion and conscientiousness predicted women’s managerial aspirations. Our findings challenge supply-side explanations for women’s underrepresentation in management and suggest that the growing androgyny among women may strengthen their leadership potential, even as traditional norms discriminating against women persist. These findings have implications for future research and practice.

Title: Women in Male Dominated Industries: How Sexism and Social Identity Threat Relate to Leadership Self-Efficacy and Turnover Intention

Authors: Alexa Deloplane (West Virginia University), Mackenzie Miller (West Virginia University), Jeffery Houghton (West Virginia University), Carolyn Henn (West Virginia University)

Abstract: A substantial amount of research has explored the effects of sexism on women in the workplace. Ambivalent sexism theory suggests that two distinct, yet complimentary ideologies, hostile and benevolent sexism, are used to control women at work resulting in workplace biases, discrimination, inequality, and damage to women’s aspirations and performance. However, relatively little is known about the possible negative influence of hostile and benevolent sexism on outcomes such as women’s leadership self-perceptions and turnover intention, especially in the context of male dominated industries. The purpose of this study is to use social identity theory and conservation of resources theory to develop and test a hypothesized conceptual model of the relationships between hostile and benevolent sexism and women’s leadership self-efficacy and turnover intention as mediated by social identity threat. Using a large sample of women (N=414) working in both male-dominated industries (N=208) and non-male dominated industries (N=206), structural equation modeling techniques are used to test the direct and indirect relationships proposed in

our hypothesized model before a multi-group analysis is performed to identify possible differences between women in male-dominated and women in non-male-dominated industries. Results provide partial support for the hypothesized model along with a limited number of industry-moderated differences. Research and practical implications are discussed along with limitations and future research opportunities.

Title: Moral Licensing to Justify Theft Following Charitable Giving

Authors: Sarah Rana (University of South Alabama), Denise Robb (University of South Alabama), Mark Stroud (CUNY)

Abstract: The present study utilizes moral licensing theory to investigate if charitable giving (i.e., an ethical behavior) will result in theft at work (i.e., an unethical behavior) through the mediating mechanisms of moral credits and credentials. In doing so, this paper seeks to uncover the potential spillover effects of how acting ethically in one's personal domain can result in an unethical behavior at their workplace. Further, we examine the role of guilt, an emotion, as it relates to charitable giving and employee theft. We predict that employees with moral attentiveness, an individual difference, will moderate the relationships between moral credits, credentials, and employee theft. Finally, we investigate and compare an alternative explanatory mechanism to moral licensing theory, moral identity, to identify which framework provides stronger meditations. We conclude with addressing limitations and future research opportunities.

Support for and Guidance from Healthcare Workers

2:30 PM - 3:45 PM

Regency H

Organization Theory and Special Interest Areas

Facilitator: Dave Williams (Appalachian State University)

Title: A Grassroots Wellness Intervention: Exploratory Analysis of an Employee-Led Health Program for Healthcare Workers

Authors: Kim McCarthy

Abstract: Healthcare workers face significant challenges to their physical and mental well-being, exacerbated by stress, burnout, and the residual

effects of the COVID-19 pandemic. While top-down workplace wellness programs are common, low participation rates suggest a disconnect between traditional interventions and frontline employees' needs. This study explores the efficacy of a peer-led, grassroots wellness intervention designed to engage healthcare workers through team-based challenges, accountability, and social connection. Conducted in a large public hospital on the U.S. West Coast, this qualitative field study examines participants' experiences across a series of quarterly health challenges held over 18 months. Using post-challenge written interview data (n=61), thematic and content analysis revealed four primary factors driving engagement: (1) team camaraderie, (2) tracking and accountability, (3) competition, and (4) variety of resources. Participants highlighted the motivational value of peer support, structured accountability mechanisms, and diverse opportunities for physical, mental, and social health improvement. Findings suggest that grassroots, peer-driven wellness programs foster greater relevance, inclusivity, and participant ownership compared to traditional models. Results contribute to ongoing dialog about how traditional wellness interventions can be improved to benefit the physical, mental, and emotional health of healthcare workers.

Title: Impact of COVID-19: The Relationship Between Risk Perception and Job- related outcomes amongst Healthcare Workers

Authors: Steven Day (North Carolina Central University), Shingirai Kwaramba (Virginia Tech), Quinton Nottingham (Virginia Tech), Mathew Loos (Ballad Health)

Abstract: This study examines the combined effects of perceived and objective risk as moderators in the relationship between emotional labor and job satisfaction among healthcare workers, particularly in the context of the COVID-19 pandemic. While emotional labor and job satisfaction have been extensively studied, the roles of both perceived and objective risk in influencing these outcomes have remained underexplored. We hypothesize that heightened perceptions of risk, alongside the actual risks faced by healthcare professionals during the pandemic, significantly impact emotional labor and, in turn, job satisfaction. Using a survey of 731 healthcare workers across the United States, we find that both affective and deliberative risk perceptions negatively impact job satisfaction and contribute to emotional exhaustion and depersonalization. In contrast, perceptions of personal protective equipment (PPE) safety serve as a protective resource, moderating the negative effects of risk perception. Our findings contribute to the literature by applying a tri-dimensional model of risk perception (TRIRISK) in healthcare settings and offer practical insights for

organizational strategies aimed at reducing stress and enhancing job satisfaction during high-risk situations like the pandemic.

Work-life Balance and Family Support

2:30 PM - 3:45 PM

Magnolia

Organizational Behavior

Facilitator: Devi Akella (Albany State University)

Title: Tug-of-Time: Understanding the Work-Family Challenges of Postpartum Working Parents Via Structural Topic Modeling

Authors: Young-Kook Moon (Radford University), Sangok Yoo (The University of Texas at Tyler), Jeewon Oh (Syracuse University)

Abstract: Although prior work-family literature has explored the impact of life changes associated with parenthood on employees' work and non-work outcomes, relatively little is known about the specific challenges employees face in maintaining work-family balance after childbirth, or the antecedents that shape these experiences. To address this gap, the present study employed structural topic modeling on unstructured text responses from 250 working parents who had experienced childbirth within the past two years (2023–2024). This inductive approach identified five key challenges: emotional demands, lack of support, role conflict, time scarcity, and daily childcare challenges. Moreover, there were some gender differences, such that male respondents were more frequently referencing role conflict, whereas female respondents more often reporting daily childcare challenges. In addition, employees with higher job autonomy and those engaged in remote work were less likely to mention time scarcity. These findings provide insight into the nuanced and gendered nature of postnatal work-family challenges and highlight the potential role of workplace design and support in mitigating such difficulties.

Title: Does Supervisor Support Come at a Cost? The Dual Effects of Family-Supportive Supervisor Behaviors

Authors: Alyssa Bevacqua (Mississippi State University), Nathan Black (University of Iowa), Laura Marler (Mississippi State University)

Abstract: Supervisors play a pivotal role in addressing the evolving needs of today's workforce, with growing recognition of family-supportive supervision as a form of positive leadership that enhances employee well-being. Although family-supportive supervisor behaviors (FSSB) lead to numerous benefits for employees, limited research has considered their implications for supervisors themselves. Heightened demands associated with family-supportive supervision, such as providing emotional support, accommodating flexible work arrangements, and addressing work-family conflicts, can adversely impact supervisors' well-being. However, FSSB can also serve as a valuable resource that enhances supervisors' well-being. Drawing on job-demands-resources theory, this study examines the dual nature of FSSB for supervisors, highlighting the moderating effect of role-based self-efficacy (RBSE), a proactive motivational state that shapes whether FSSB is experienced as a resource or strain. Our findings underscore the conditional and multifaceted impact of FSSB on supervisors' well-being, through empowerment and emotional exhaustion, offering new insights into the complexities of supportive leadership.

Title: LEISURE AS A SOURCE OF TEAM LEARNING: THE IMPACT OF TEAM-BASED LEISURE LEARNING ON TEAM PROCESSES AND PERFORMANCE

Authors: Brandon Fogel (University of Nebraska-Lincoln), Amy Bartels (University of Nebraska-Lincoln), Troy Smith (University of Oklahoma), Alexandria Garcia (University of Nebraska - Lincoln)

Abstract: Although leisure has been shown to benefit individual employees, its effects at the team level remain underexplored. Integrating social learning theory and work-nonwork enrichment theory, we propose that participation in nonwork team leisure activities fosters "team-based leisure learning"—the acquisition of interpersonal and teamwork-related skills—which in turn enhances work team coordination and performance. Across two studies, we first inductively develop and validate a new measure of team-based leisure learning through qualitative interviews. We then test our full theoretical model in a field study of 120 work teams. Results demonstrate that time spent on nonwork team leisure activities positively predicts team-based leisure learning, which subsequently improves team coordination and performance. Importantly, the strength of these relationships depends on the similarity between the leisure activity and the work context. Our findings challenge the dominant view that team learning only originates within work settings and shared experiences, highlighting nonwork leisure as an important, cost-effective pathway for building critical teamwork competencies. This research extends team learning and

enrichment theories by showing how skills gained outside the workplace can collectively benefit team functioning inside it.

AI Tools in Education: Enhancing Learning and Research While Maintaining Academic Integrity

2:30 PM - 4:00 PM

Studio 220 A

Professional Development Institute

Title: AI Tools in Education: Enhancing Learning and Research While Maintaining Academic Integrity

Authors: Leah Grubb (East Carolina University), Joy Karriker (East Carolina University), Heidi Baumann (Illinois State University), Nathan Hartman (Illinois State University), Anna Zabinski (Illinois State University)

Abstract:

This session explores the transformative potential of AI tools in academic settings, focusing on large language models (ChatGPT, Claude), simulation platforms (Copilot.AI), and research tools (Google NotebookLM).

Participants will learn practical implementation strategies that enhance classroom learning and research while maintaining academic integrity. The session addresses the challenge of fostering authentic learning experiences in an AI-integrated environment, technical capabilities of various AI platforms, capabilities students need for business careers, applying AI in research and publishing, and it also provides actionable frameworks for developing institutional policies, designing AI-resistant assessments, and teaching ethical AI literacy (Anthropic, 2025).

JOMSR Ignite

2:30 PM - 4:00 PM

Teal

Professional Development Institute

The JOMSR Ignite session includes empirical papers that test or refine theory through independent, constructive replication or reproducibility studies of published research, empirical tests of published theoretical models or propositions, tests of theoretical assumptions of an existing theory, or tests of completing theories predicting the same phenomenon.

Facilitator: Maria Kraimer (SUNY University at Buffalo)

Title: Mind the Legitimacy Gap: Contextualizing Pay Transparency Through a Replication Study

Authors: Samantha Stalion (University of North Carolina, Greensboro)

Abstract: Recent calls for increased pay transparency have been embraced by both organizations and governments, due in part to reported benefits such as employee attraction, retention, and motivation. Prior research also suggests positive effects on productivity, morale, and job satisfaction. However, less is known about how pay disclosure interacts with broader environmental institutions to shape organizational accountability and employer reputation. To address this gap, I propose a replication and extension of Sharkey et al.'s (2022) study, "The impact of mandated pay gap transparency on firms' reputations as employers" (Administrative Science Quarterly). The original study found a short-lived reputational boost for firms disclosing small wage gaps, but no significant negative reaction to larger disparities. This replication study introduces organizational legitimacy as a contextual lens to more fully explain the relationship between pay gap transparency and employer reputation. By drawing from legitimacy theory, this study offers a cross-disciplinary framework to better understand how pay transparency efforts intersect with societal values. In doing so, the study emphasizes the importance of context in interpreting empirical results and underscores the value of replication research in uncovering the institutional forces that shape organizational outcomes.

Title: A Replication and Refinement of Vicarious Moral Licensing

Authors: Ben Perkins (University of Alabama)

Abstract:

Vicarious moral licensing (i.e., perceiving the moral behavior of psychologically close others as a license act unethically) has become an influential extension of moral self-regulation theory. Yet, despite over a decade of interdisciplinary scholarly work, the original experiments supporting this effect (Kouchaki, 2011) remain unscrutinized by rigorous

replication. This paper proposes a constructive replication of Kouchaki's Study 2, which tested the mediating mechanism of moral self-concept in the relationship between observing others' nondiscriminatory hiring decisions and subsequent job suitability ratings of White and Hispanic applicants. Motivated by recent replication failures in the moral self-licensing literature, increased societal polarization over race and diversity, and unaddressed alternative explanations for the original findings, this proposed replication aims to use rigorous experimental methodology to validate and refine vicarious moral licensing theory. Specifically, the replication includes a large, demographically diverse sample, updated measures of moral self-concept, and assessments of alternative mechanisms (perceived competence and felt responsibility) and dependent variables (hireability). The study also explores political ideology and moral foundations as potential boundary conditions for this effect. This proposed replication aims to test the assumptions, robustness, and generalizability of vicarious moral licensing to enhance the precision and utility of this moral self-regulatory phenomenon.

Title: Messersmith Revisited: What 28 Years Teach Us About Turnover's Impact

Authors: Imelda Freddy (university of north texas)

Abstract: Top management team (TMT) turnover has long been viewed as a disruptive force affecting firm performance. However, given shifts in executive mobility, industry dynamics, and data availability, the continued validity of these findings warrants reassessment. We conduct a quasi-replication of Messersmith et al. (2014) using data from S&P 1,500 firms over an extended period (1995–2023), adding controls such as board size and leveraging advances in data analysis. While we find partial support for the original study's core premise, that TMT turnover influences firm performance, our results differ in important ways. Specifically, we find no evidence that higher TMT turnover directly harms firm performance, nor do we observe a curvilinear effect as previously suggested. Of the proposed moderators, only industry complexity significantly amplified the negative relationship between turnover and performance; industry munificence, instability, and average TMT tenure showed no moderating effects. Our findings suggest that rising executive turnover rates over the past decade may have attenuated the disruptive effects once observed. This study refines our understanding of TMT turnover's implications and highlights the evolving nature of executive dynamics in contemporary firms.

Title: Resilient Reinventions: Career Preparation and Identity After Job Loss

Authors: Maryn Taylor (The University of Texas at Tyler), Joanna Norman (Winthrop University), Tomika Greer (University of Houston)

Abstract: Changing careers can mean a changing sense of self-identity, especially when that change is unplanned (Trusson et al., 2021). A conceptual model was proposed to facilitate women's career transitions and constructed through an analysis of barriers women encounter during a career transition (Greer et al., 2024). This model proposes a synergistic interplay of career preparation and career identity formation that women experience, leading to outcomes at individual, organizational, and societal levels and bolstered by contextual supports such as sponsorship, flexible work arrangements, and presence of a supportive culture. The purpose of this qualitative study will be to conduct the first empirical test of the Greer et al. (2024) model and, if needed, refine the model through an exploration of its applicability to mid- and late-career women's experiences of involuntary career transition.

Title: How Tax Reform and COVID-Era Rate Shock Shift Angel Investment and Startup Risk Profiles

Authors: Sandeep Gowda Ramaswamy (Westcliff University & Cisco), Jay Chok (University of California, Riverside & Westcliff University)

Abstract: This study proposes an empirical investigation of how concurrent regulatory and macroeconomic shocks shift early-stage investment behavior and startup risk profiles. Specifically, it will examine the effects of the 2022 implementation of Section 174, which eliminated immediate expensing of R&D costs, and the COVID-era interest rate shock on the investment decisions of angel organizations. Building on theories of entrepreneurship as experimentation, financing risk, and capital supply, the study will assess whether assumptions developed for institutional venture capitalists generalize to angel investors, who may differ in investment motivations and risk tolerance. Secondary data will be collected from Tech Coast Angels, Crunchbase, and PitchBook, and propensity score matching will be used to create matched samples across pre- and post-shock periods. By analyzing changes in investment rates, funding amounts, and selection criteria between 2010 and 2025, this study aims to contribute to the refinement of entrepreneurial finance theories and improve understanding of startup ecosystem resilience under concurrent external shocks.

Title: Reexamining Subordinate Affect: A Constructive Replication of Leader Evaluations Under Stress

Authors: Abigail Hagood-Dokter (University of South Alabama), Robyn Brouer (University of South Alabama)

Abstract: Martinko and colleagues (2018) attempted to address some underlying issues in the measurement of leadership by investigating whether existing measures of leadership were impacted by positive and negative feelings (leader affect) the raters have regarding their leaders. They found that leader affect shares significant overlap with existing measures and controlling for leader affect reduced the strength of the relationships between existing measures and various outcome variables. Using constructive replication, we propose to reexamine the impact of leader affect on common leadership ratings using the Leadership Affect Questionnaires (LAQs) originally developed by Martinko and colleagues (2018). A second study explores a potential boundary condition, stress. We argue that stress will intensify subordinates' preferences for their leader, such that if the subordinate likes their leader, experiencing a stressor will result in higher liking. However, if the subordinate dislikes their leader, a stressor will lead to even lower ratings. Theoretical and practical implications are discussed.

Greenville Drive Operations Tour - Pre-registration Required

2:45 PM - 4:00 PM

Fluor Field

Sponsored by the University of South Carolina Darla Moore School of Business Center for Executive Succession and the Riegel and Emory Center for Human Resources Research

Fluor Field Warm-Up Happy Hour

4:00 PM - 5:00 PM

Fluor Field

Sponsored by Texas State University

Journal of Management 50th Birthday Celebration at Fluor Field

5:00 PM - 6:00 PM

Fluor Field

Sponsored by Virginia Tech University and Sage Publishing

Southern Management Association Rally

6:00 PM - 9:00 PM
New Realm Brewing

Sponsored by Sage Publishing

Saturday, October 25

Southern Bistro

8:30 AM - 9:00 AM
Prefunction Area

Creative Acts for Curious Researchers - Part 2

9:00 AM - 10:15 AM
Studio 220 A
Professional Development Institute

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.

Facilitator: Paul Johnson (University of Mississippi)

Title: What is Missing in our Attention? An Exploration of Recycling Companies

Authors: Kris Irwin (Old Dominion University)

Abstract: The increasing concern over pollution and waste management, especially plastic waste, has positioned small- and medium-sized enterprises (SMEs) as pivotal entities capable of driving significant environmental advancements. Although multinational corporations often lead the narrative on environmental impacts, SMEs, representing over 90% of businesses globally, offer a potent but underutilized force in shaping resource recovery and recycling efforts. This paper delves into the complex challenges faced by recycling SMEs that strive

to balance profitability, innovation, and sustainable practices within the scope of limited resources. By employing the attention-based view (ABV) theory, we investigate the strategic behavior of SMEs, particularly how they direct their focus on sustainability initiatives amidst technological uncertainties compounded by the liability of smallness. The practical aspect of this abstraction is exemplified through a photograph of Falls Park in Greenville, SC—a picturesque representation that prompts inquiry into the unseen dynamics of waste management and stakeholder engagement. We pose questions regarding the individuals in the park and their roles as stakeholders, underscoring the critical importance of organizational awareness in environmental stewardship. We propose the integration of ABV with stakeholder theory to advance our understanding of how SMEs allocate their attention among myriad opportunities and challenges. Our multi-case study approach incorporates photographic evidence to reflect organizational priorities and cultural identities within the recycling industry. Through this exploration, we aim to uncover how recycling SMEs allocate their resources and attention, fostering sustainable and innovative growth paths amidst prevailing limitations.

Title: Crossing the Canyon: A Visual Reflection on Career Identity After Job Loss

Authors: Joanna Norman (Winthrop University), Tomika Greer (University of Houston), Maryn Taylor (The University of Texas at Tyler)

Abstract: In this Creative Acts for Curious Researchers submission, we consider how the photo of Falls Park connects to our research on women who have recently experienced an involuntary job loss. The image helps us to reframe the career transition as a journey with many options and stimulates our thinking to consider how we can honor the intricacies of this journey for each woman while still contributing meaningful insights to this body of research.

Title: Creative Acts for Curious Researchers: Linking HRM Practices to Competitive Advantage Through Employee Workplace Behaviors

Authors: Rebecca Thacker (West Virginia University)

Abstract: Research question: How can we demonstrate a link between HR practices and strategic outcomes of value to the organization? In the Picture, the bridge taking employees to the workplace is the set of HR practices and the organization's HR system. Suspension cables attached to the bridge hold up the bridge and its HR practices. The cables are the representation of unseen cognitive and emotional processes that affect employees' work behaviors. Depending upon individual employees' cognitive calculations, HR practices may increase or decrease motivation levels or perceptions of how career opportunities will be affected, or ability to improve

skill sets. The picture highlighted what is in many ways the missing link; that is, the effect of HR practices on individual employees' thoughts, emotions, feelings about how they will be affected by the HR practice and how those unobservable processes manifest in ways that affect organizational outcomes through cognitive calculations of various social exchange constructs shown to have an impact on strategic outcomes. Each of the horizontal wires on the bridge's railings represents a specific HR practice that must be linked directly to a strategic organizational outcome with metrics and subsequent data collection for measuring the effectiveness of the HR practice as it relates to the strategic goal or outcome. The lack of metrics/data to discover underlying human dynamics resulting from HR practices is the missing link to demonstrate the strategic effectiveness of HR practices.

Title: Crossing the Bridge: Visual Metaphors for CEO mental health discourse and stakeholder reactions

Authors: Rajdeep Kaur (Auburn University)

Abstract: Mental health has become an increasingly important topic, yet the stigma surrounding it continues to shape how it is discussed in organizations. Recently, some CEOs have begun engaging more publicly in mental health discourse. This paper uses a metaphor exercise to reflect on how stakeholders may interpret the CEO mental health discourse. Drawing inspiration from a photograph of Falls Park in Greenville, South Carolina, I explore how organizational structures and individual perceptions influence stakeholder reactions to this discourse. The metaphors highlight the dynamic and relational nature of mental health discourse. Understanding how stakeholders make sense of discourse around mental health requires approaches that can capture these dynamics over time, rather than treating them as standalone events.

Title: ALL THINGS TO EVERYONE: BALANCING EXPECTATIONS AS A FEMALE LEADER

Authors: Bina Ajay (Sam Houston State University), Achira Sedari Mudiyansele (Austin Peay State University)

Abstract: This is a submission to the "Creative Acts for Curious Researchers: Metaphor in Research" special session. Our idea is to explore how female leaders navigate conflicting expectations related to being a leader and being female, in their daily tasks and interactions. We discuss how the picture provided allowed us to see new related aspects of study as well as identify how we could potentially move our initial idea forward.

My Favorite Things - Part 2

9:00 AM - 10:15 AM

Regency C

Professional Development Institute

Anyone who has been teaching for a while has at least one never-fail activity, assignment, or syllabus policy in their toolbox. Maybe it's an icebreaker to kick things off each semester, a team project contract to cut down on interpersonal conflict, an app for taking attendance, or a TED Talk that perfectly illustrates a concept from your class. Whatever it is, we're sharing our secrets! Come see other's favorite things in this year's new teaching track session format!

Facilitator: Laura Madden (East Carolina University)

Title: The Power of Popular: An Experiential Exercise in Group Consensus

Authors: John Harris (Georgia Southern University), R. Gabrielle Swab (Georgia Southern University), Sana Zafar (Georgia Southern University)

Abstract: This paper presents the application and adaptation of a commercially available board game, "Green Team Wins," for management education. We focus on the use and potential impact of the game as a tool for experiential learning, allowing students to experience and explore management concepts such as consensus, groupthink, leadership, in-group/out-group dynamics, individual differences, and political behavior in their teams and organizations. In approximately 20-40 minutes of play, students secretly answer questions, receive points based on who has the most popular answer, and evaluate who in the team is similar, facilitating experiential learning and leading to specific outcomes and learning objectives as detailed in the manuscript.

Title: My Favorite Thing: The City as Classroom

Authors: Allen Gorman (University of Alabama at Birmingham), Gordon Schmidt (University of Louisiana Monroe)

Abstract:

Title: My favorite thing: Check-ins

Authors: Laura Madden (East Carolina University)

Abstract: As formative assessments of student learning, check-ins are valuable assignments for students and instructors alike. Given at the end of class and consisting of open-ended, opinion-based questions, check-ins create feedback loops that impact student engagement and highlight learning achievements as well as gaps. In addition, check-ins can support well-being, reduce anxiety, and increase voice through their generative one-on-one interactions. Because they can do all this and I look forward to grading them, check-ins are my favorite thing.

Title: Navigating Teamwork in the Chaos: Saving the World One Cure at a Time

Authors: Stephanie Kunst (Baylor University)

Abstract: This paper presents an engaging classroom activity that utilizes the collaborative board game Pandemic to aid in the instruction of concepts related to groups and teams. Designed as a low-stakes activity to reinforce student learning teamwork, Pandemic provides students with an opportunity to practice applying their learning in an engaging, hands-on exercise. Students work in teams to play the game, progressing through stages of team development as they make decisions of how best to utilize their player roles and resources. Regardless of whether teams successfully win the game, the debrief discussion is rich in reflection and learning. Although Pandemic is naturally suitable for teaching groups and teams, it is adaptable across various course lengths and subject areas, providing instructors with a versatile, interactive tool for enhancing student learning around management.

Title: "You Are the Reason We Are Here": Setting the Tone with a Picture

Authors: Jose Cerecedo Lopez (Elon University)

Abstract: At the very start of the semester, before any introductions or syllabus reviews, I show students a photo of the University of Bologna — the oldest university in the Western world — and ask them if they recognize it. Using the history of Bologna, I frame our course around the empowering idea that education exists because students seek knowledge. This simple five-minute tradition sets a tone of ownership, partnership, and responsibility for learning that carries through the entire course.

Title: My Favorite Thing: Podcast Review & Discussion

Authors: Mariya Gavrilova Aguilar (University of North Texas)

Abstract: This 5-minute session will briefly overview an interactive group assignment designed to engage students in exploring course concepts, sharpening their critical thinking skills, collaborating with others, and practicing presenting effectively and concisely. The activity has practical implications because students provide feedback regarding theirs and their peers' contributions, which also introduces the topic of performance feedback mechanisms (e.g., 360-degree survey tools). This group activity also allows students to practice working with others in a low-risk environment to present the main ideas of a podcast that also reveals emerging trends as well as entrenched workplace issues. Participants will leave this session with an actionable activity that can be easily adapted to their classes.

Keywords: workforce, podcast, reflection, critical thinking, autonomy, collaboration

Title: Low-risk, High-reward Team Activities

Authors: Malayka Klimchak (Winthrop University)

Abstract: My favorite teaching thing is using low-risk, high-reward team activities to address course content that I am either struggling to convey to students or deepen the understanding of a crucial concept. They are "low-risk, high-reward" activities because the grade risk and time investments of the students are low and the learning rewards are high. Sample activities that have been implemented include retaking exams as a team for extra credit, completing an ethical dilemma activity, and providing definitions and uses of various data analysis techniques. To keep the risks low, depending on the activity, students receive extra credit, no direct grade, or a low value (typically less than 3% of the course) grade for completing the activity. Additionally, students are provided with substantial class meeting time to complete each activity. For rewards, I have observed three substantial learning impacts of utilizing these types of activities. Students demonstrate improved command of targeted material, teams become more cohesive, developing more collegial working relationships, and the team deliverables are of higher quality when these activities are included as part of the structure for course-long teams.

A Live Podcast with Frank and Paul

10:30 AM - 11:30 AM
Regency C
Professional Development Institute

Sponsored by the University of North Texas - The People Center

Title: A Live Podcast with experts featuring a discussion on the business and business education

Authors: Frank Butler (The University of Tennessee at Chattanooga), Paul Harvey (University of New Hampshire)

Abstract: 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.

**End of Conference, 430p,
Saturday, October 25**

Call For Papers - SMA 2026 Meeting

Tradewinds Resort, St. Pete Beach, FL

October 27-October 31, 2026 #SMA2026SPB

Program Chair: James Vardaman, University of Memphis (james.v@memphis.edu)

SMA invites submissions for its 2026 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 in person at the meeting. Please pay particular attention to the "Rule of 3 + 2" below, which applies to all submissions.

SUBMISSION AREAS AND TRACK CHAIRS

Track 1

Strategic Management

Track 1 seeks to understand firm performance by covering strategic decision-making processes, their antecedents/context, and their consequences.

Co-Chairs:

Chris Penney, University of North Texas

christopher.penney@unt.edu

Jihae You, University of Memphis

jyou1@memphis.edu

Track 2

Entrepreneurship and Innovation

Track 2 explores innovation and issues related to new ventures and family businesses.

Chair:

Jacob Waddingham, Texas State University

jwaddingham@txstate.edu

Track 3

Human Resources, Careers, and Development

Track 3 aims to understand the effectiveness of HR practices to facilitate organizational competitiveness and individual growth and performance.

Chair:

Jeff Haynie, Louisiana Tech University

jhaynie@latech.edu

Track 5

Innovative Teaching and Research Methods*

Track 5 advances the application of appropriate research methods and seeks to improve teaching and learning through effective and innovative instructional methods.

Chair:

Lisa Brady, Southeastern Louisiana University

lisa.brady@sela.edu

Track 6

Ethics and Social Responsibility

Track 6 seeks to advance understanding of ethical behavior in organizations and the role of social responsibility.

Chair:

Jaime Williams, Tennessee Tech University

jaimewilliams@tntech.edu

Track 7

Organization Theory and Specific Interest Topics

Track 7 explores theories of the organization and contextually specific management topic areas.

Chair:

Victoria Antin Yates, Oklahoma State University

victoria.a.yates@okstate.edu

Track 4**Organizational Behavior**

Track 4 focuses on individuals and groups within an organizational context.

Co-Chairs:

Rachel Smith, Georgia Southern University

rachelsmith@georgiasouthern.edu

Cindy Maupin, University of Mississippi

ckmaupin@olemiss.edu

Track 8**Professional Development Institute****

Track 8 promotes the holistic professional and personal development of SMA members.

Chair:

Lex Washington, Oklahoma State University

lex.washington@okstate.edu

DRAFT

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each paper track. 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.

SUBMISSION GUIDELINES

- All submissions must be made online no later than April 27, 2026 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 must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers may be submitted to a journal (but not a conference) after the SMA submission deadline. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper is accepted, at least one author (for panel discussions, every author) must register and present the work at the conference. If at least one author of an accepted paper is not registered for the conference by October 6, 2026, the paper will be removed from the program.
- The maximum length of paper submissions is **25 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 25 pages of text will be returned without review.
- Paper format should follow the *Journal of Management's* Style Guide found at https://journals.sagepub.com/pb-assets/cmscontent/JOM/JOM_Style_Guide_revised_2017.pdf
Nonconforming submissions will be returned without review.
- Be sure to remove the paper title page before saving the document. Paper submissions will be blind reviewed; no author names or other identifying information should appear anywhere in the manuscript.
- The entire paper must be in a **single document**, typically created in Microsoft Word and then converted into an Adobe pdf file for final submission. Please right click on the final Adobe pdf file, go into "Properties," then "Additional metadata," and delete all author, title and paper metadata information (keyword information can be left in the document). Submitters also must remember to remove embedded or hidden comments, track changes, color changes, and highlighting unless appropriate and necessary for the submission. Panel discussions and PDI submissions can contain author information, as these are not blind-reviewed.

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

- **"Rule of 3 + 2"**: In order to ensure that all SMA members have an equitable opportunity to actively participate in SMA conferences, no one is allowed to be included as an author, presenter, or session facilitator on more than three submissions to the first seven paper tracks. This rule applies to all submissions at the submission deadline. In addition, SMA members are allowed to submit up to two Track 8 submissions. Track 8 submissions include SMA PDI, personal development, and local engagement sessions.

To summarize, when the "Rule of 3 + 2" 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.

***Innovative Teaching (Track 5)** - SMA sponsors a track that partially focuses on innovative teaching and management education to showcase best practices in pedagogy. Submissions to this track regarding innovative teaching pedagogies should describe a technique or curricular innovation and propose an engaging format for sharing the innovation in a 20-25 minute presentation. Track 5 teaching proposals have a 2,000-word limit, which excludes the abstract, figures, tables, references, and appendices. Other than the word limit, all Track 5 teaching proposals are subject to the same originality and formatting requirements as all other submissions.

Although all submissions appropriate for Track 5 will be considered, we particularly seek submissions that address the following two sub-themes:

1. **Teaching innovation for the future workplace.** Artificial intelligence is already changing how people work and creating economic value for the individual and organization. It is the forerunner of dramatic changes to the workplace and includes new strategies, concepts, and ideas that address adaptiveness to the automation of routine tasks, augmentation of human capabilities, remote work and collaboration, and transformation of job roles which will likely result in job displacement, skills gaps, and fundamental changes to how people relate to work. We are looking for proposals with new educational approaches that provide a robust toolkit of skills, strategies, and analytical frameworks for developing capabilities in students that encourage adaptiveness to the future workplace. Proposals should include new pedagogical models, new programs, or existing methodologies adapted to a new context (e.g., cases, experiential or service learning) that support student learning outcomes for the future workplace.
2. **Teaching innovation for increasing student engagement in the classroom.** Engagement is the degree of curiosity, passion, and commitment shown by students and leads them to learn more about the topics presented in class. We are looking for proposals that present novel techniques and tools (or old techniques/tools used in new ways) for engaging students in the management classroom. Examples of techniques include design thinking, critical thinking methods, or experiential learning. Tools might include cases, virtual reality headsets, or apps, among other possibilities. Proposals should include both a description of how engagement is being promoted (i.e., case study of a class) and an analysis of what works well and what can be improved.

Please contact Lisa Brady (lisa.brady@sela.edu) for more details or with any questions about Innovative Teaching submissions.

****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 work and life satisfaction for our members. 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 contribution to SMA membership and the 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.

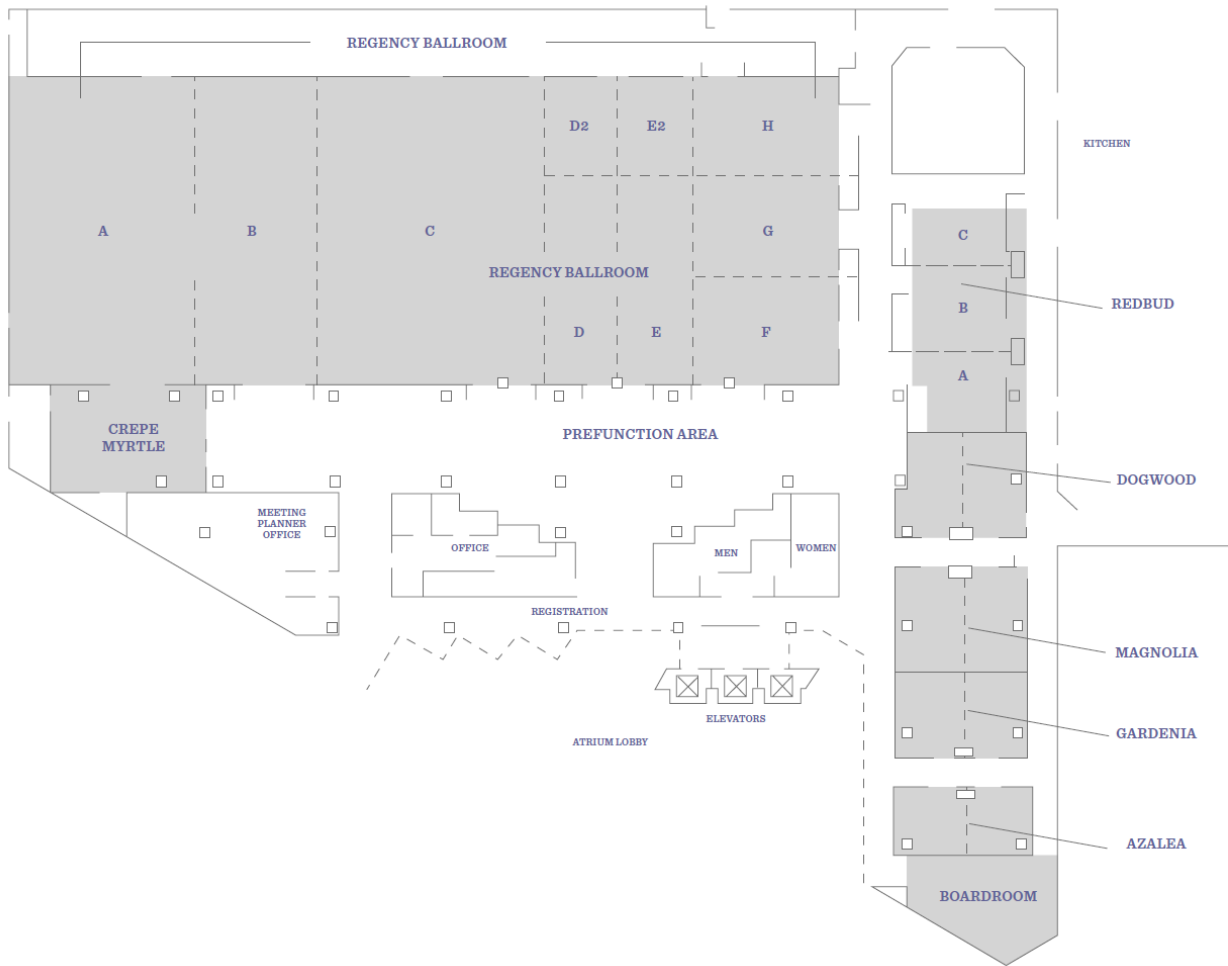
- An explanation of why the session would be of interest to the SMA membership and how it works to develop SMA members in some way. What growth do you expect to see from the people who attend your session?
- A list of any form of equipment, room set up, or special requirements (e.g., waivers) for the session.
- Nonconforming submissions will be returned without review. Preference is given to topics not discussed in the prior year's annual meeting.

Please contact Lex Washington (lex.washington@okstate.edu) for more details or with any questions about Innovative Teaching submissions.

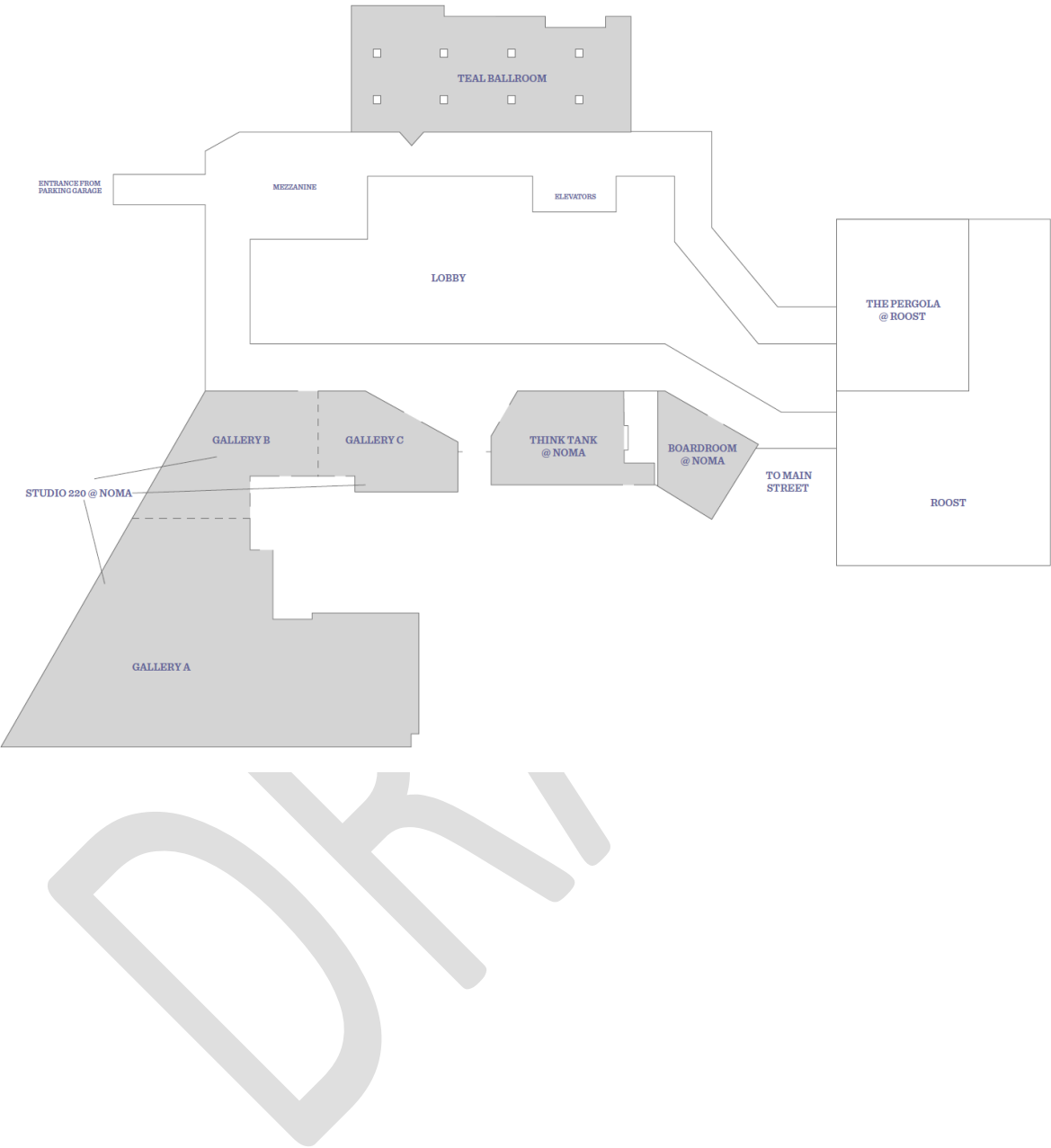
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2025 Meeting Floor Maps

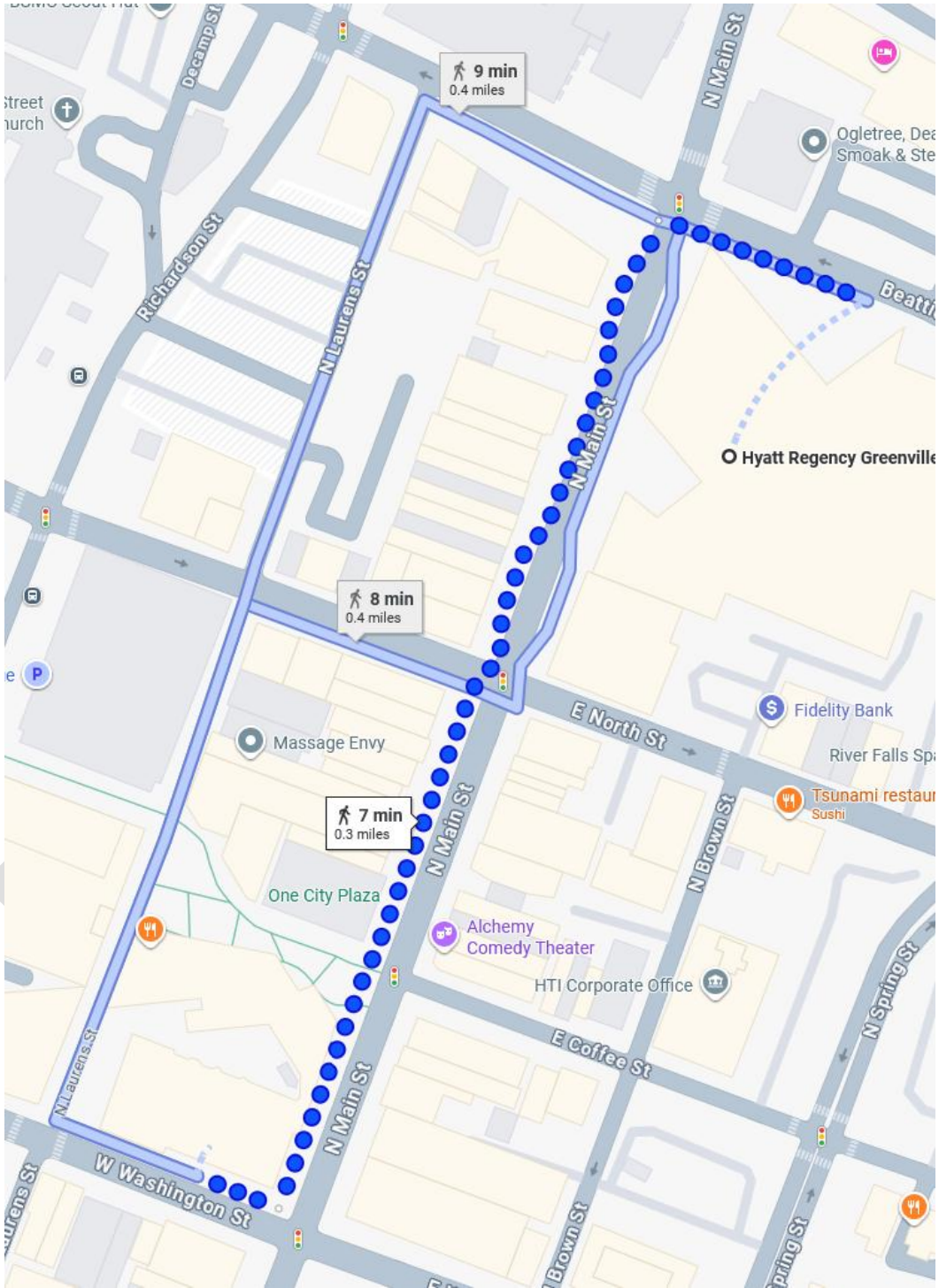
First Floor



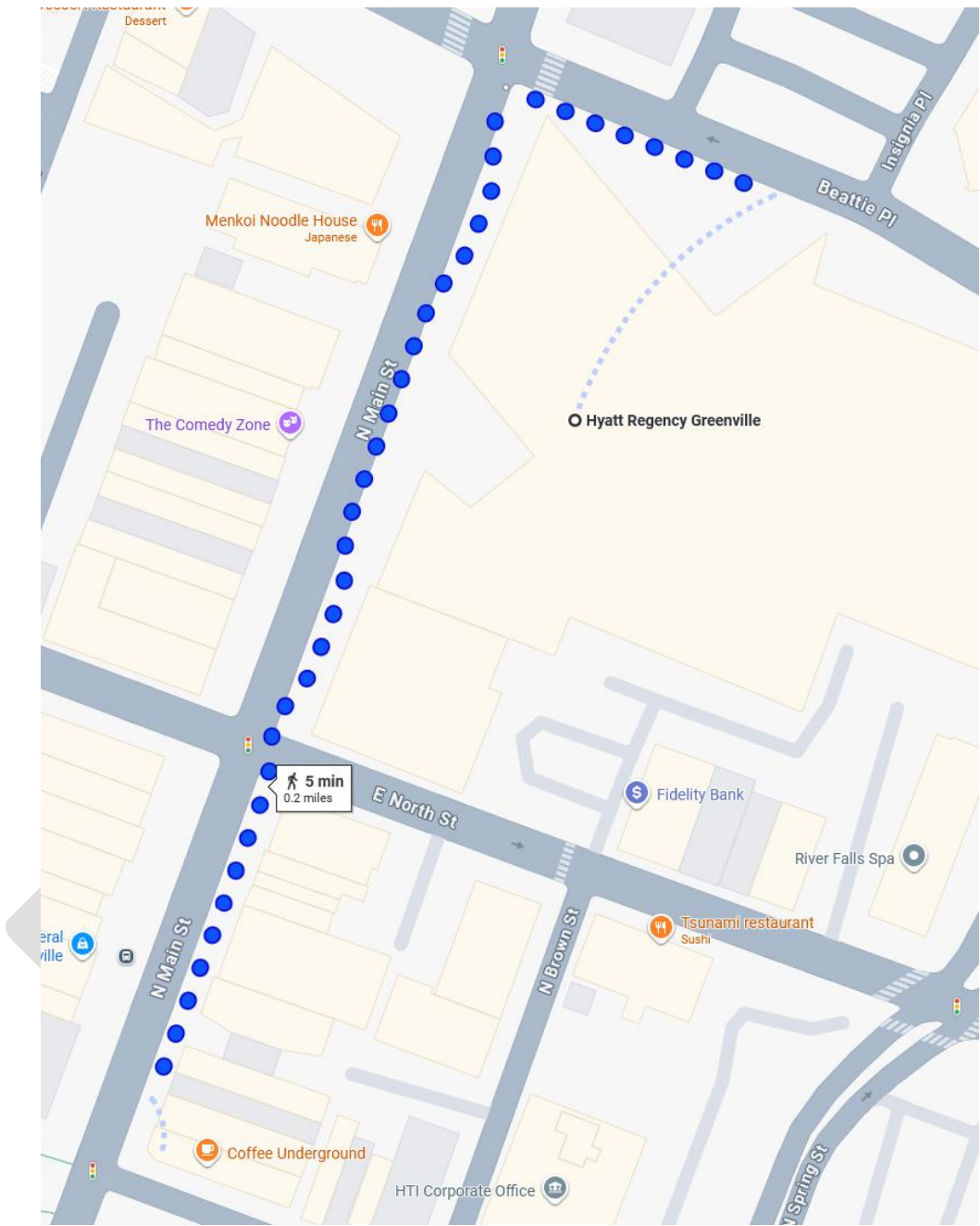
Second Floor



Greenville ONE



Alchemy Comedy Theater



Fluor Field

