



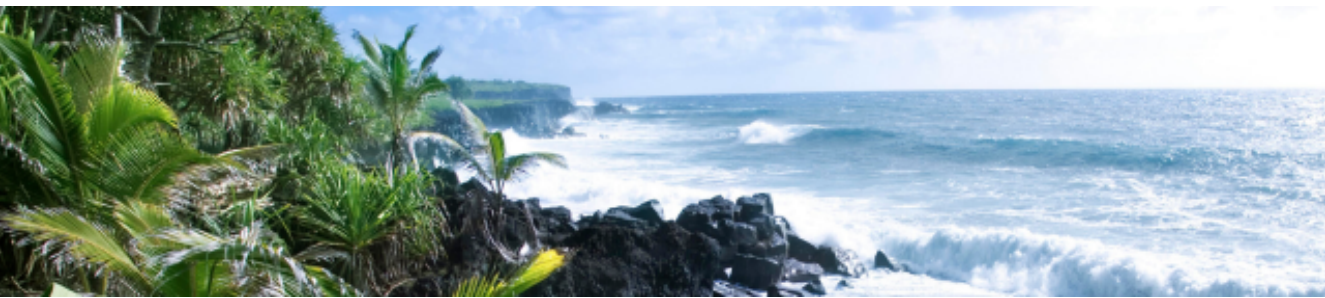
WESTERN ACADEMY OF MANAGEMENT

WAM 2020

61st Annual Meeting

March 18 – 21, 2020
Hilton Waikoloa Resort

Theme: Subversive Creativity



WAM 2020 SPONSORS

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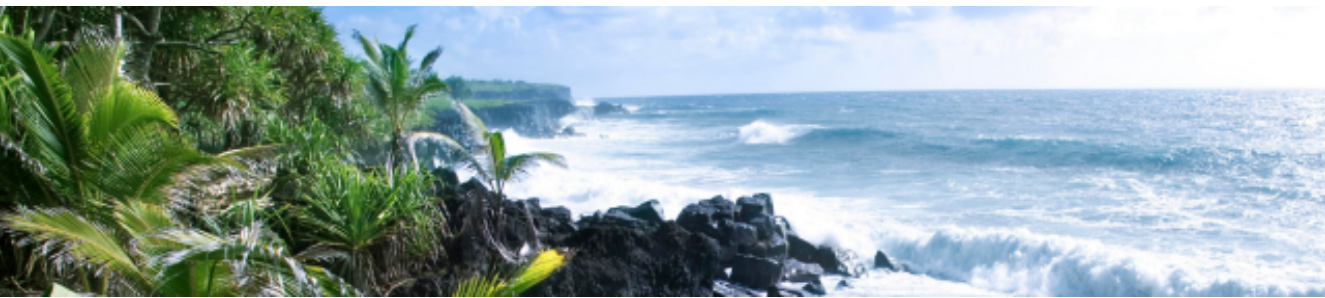
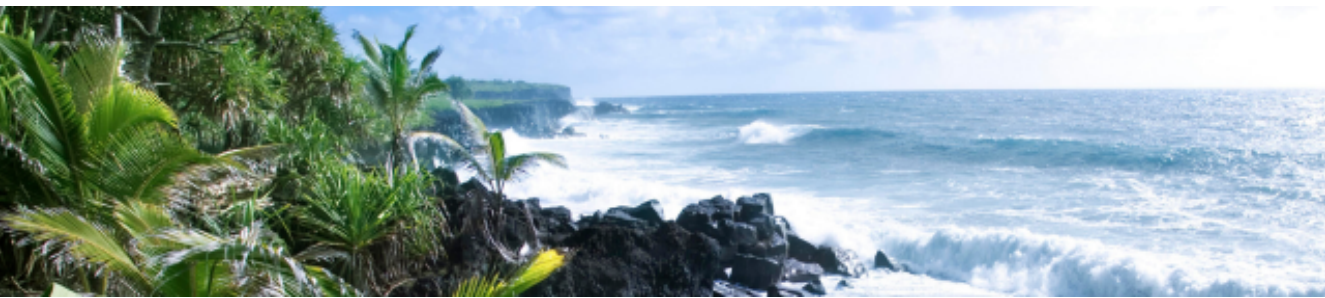


TABLE OF CONTENTS

WAM 2020 SPONSORS.....	1
WAM FUTURE SITES.....	3
2019-2020 WAM OFFICERS	3
WAM 2020 PROGRAM SCHEDULE SUMMARY	4
WAM 2020 PROGRAM SCHEDULE - WEDNESDAY, MARCH 18	6
WAM 2020 PROGRAM SCHEDULE - THURSDAY, MARCH 19.....	7
WAM 2020 PROGRAM SCHEDULE - FRIDAY, MARCH 20	11
WAM 2020 PROGRAM SCHEDULE - SATURDAY, MARCH 21.....	81
WAM PRESIDENTS.....	88
JMI SCHOLARS	89
ASCENDANT SCHOLARS – 1982-2020	89
JOAN G. DAHL PRESIDENT’S AWARD RECIPIENTS	91
ANDRÉ DELBECQ WAM ‘STATE OF MIND’ AWARD RECIPIENTS.....	91
THANK YOU WAM 2020 TRACK CHAIRS AND REVIEWERS	92
VENUE MAP	94
NOTES.....	95

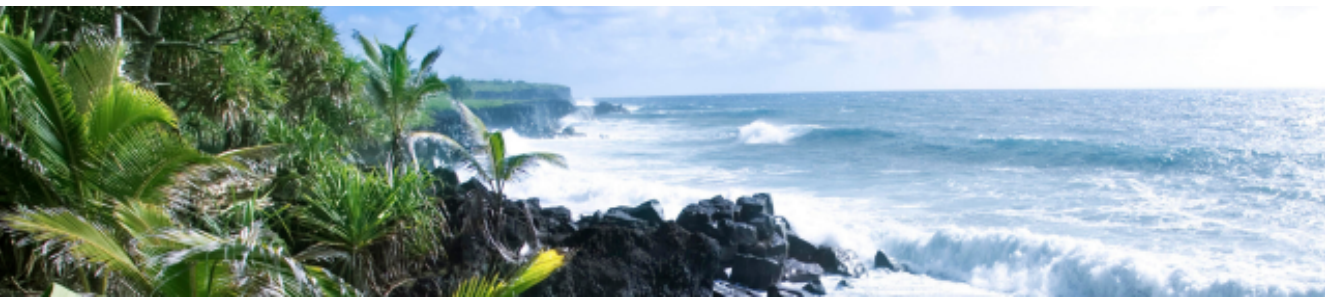


WAM FUTURE SITES

2021 Reno, Nevada (March 16 – 21, 2021): Renaissance Reno Downtown Hotel, One South Lake Street, Reno, Nevada 89501, 775-682-3900

2019-2020 WAM OFFICERS

President:	Thomas Wright, Fordham University
President -Elect & Program Chair 2020:	Ana Maria Peredo, University of Victoria
Vice President & Program Chair 2021:	Kim Hinrichs, California State University, Chico
Communications Officer:	Alex Bolinger, Idaho State University
Chief Financial Officer:	Jim Downing, California State University, Chico
Representatives at Large (two-year):	Marion Eberly, University of Washington, Seattle Kathryn Atyn, Naval Postgraduate School
Representatives at Large (three-year):	Chet Barney, University of South Dakota
Past President:	Sarah Kovoov-Misra, University of Colorado Denver



WESTERN ACADEMY OF MANAGEMENT 2020 CONFERENCE SCHEDULE SUMMARY

Wednesday, March 18, 2020

2:00 pm - 5:00 pm	REGISTRATION (Grand Promenade)
3:00 pm - 5:15 pm	DOCTORAL CONSORTIUM & (Kona 1 & 2, Pre-registration required)
6:30 pm – 8:45 pm	DOCTORAL & CONSORTIUM DINNER (Location TBD) Sponsored by Milgard School of Business-University of Washington.

Thursday, March 19, 2020

7:00 am - 5:00 pm	REGISTRATION OPEN (Grand Promenade)
7:00 am - 8:00 am	CONSORTIUM & WESTERN CASE WRITERS ASSOCIATION BREAKFAST (Grand Staircase)
8:00 am - 3:30 pm	WESTERN CASE WRITERS CONFERENCE (Kona 1)
8:00 am - 3:30 pm	DOCTORAL & JUNIOR FACULTY CONSORTIUM (Kohala 1 and Kona 2)
12:00 pm - 1:00 pm	DOCTORAL AND JUNIOR CONSORTIUM/CASE WRITERS LUNCH (Grand Staircase)
1:00 pm - 2:45 pm	EDITORS' PANEL: (Open to all - Kohala 1)
1:00 pm - 2:15 pm	WORKSHOPS: (Open to all)
2:15 pm - 2:30 pm	BREAK (Lagoon Lanai)
2:30pm - 3:45 pm	WORKSHOPS & PANEL (Open to all)
4:00 pm - 5:45 pm	OPENING SESSION & FIRESIDE CHAT with JMI SCHOLARS (Kona 4 & 5)
5:45 pm - 7:30 pm	OPENING RECEPTION (Ocean View Terrace)

Friday, March 20, 2020

7:00 am - 5:00 pm	REGISTRATION OPEN (Grand Promenade)
6:45 am - 7:45 am	NEWCOMER'S BREAKFAST (open to anyone who has attended fewer than 60 WAMs – Lagoon Lanai)
8:00 am - 9:15 am	CONCURRENT SESSIONS (see full schedule below)
9:15 am - 9:30 am	BREAK (Lagoon Lanai)
9:30 am - 10:45 am	CONCURRENT SESSIONS (see full schedule below)
10:45 am - 11:00 am	BREAK (Lagoon Lanai)
11:00 am - 12:15 pm	CONCURRENT SESSIONS (see full schedule below)
12:30 pm - 2:00 pm	PRESIDENTIAL LUNCH & AWARDS (Kona 4 & 5)
2:30 pm - 3:45 pm	ASCENDANT SCHOLARS SESSION (Kona 4 & 5)
2:30 pm - 3:45 pm	CONCURRENT SESSIONS (see full schedule below)
3:45 pm - 4:00 pm	BREAK (Lagoon Lanai)
4:00 pm - 5:30 pm	CONCURRENT SESSIONS (see full schedule below)
8:00 pm onwards	LAST SESSION (Location TBD)



Saturday, March 21, 2020

6:45 am - 7:45 am	BREAKFAST & WAM BUSINESS MEETING (Kona 4 & 5)
8:00 am - 9:15 am	CONCURRENT SESSIONS (see full schedule below)
9:15 am - 9:30 am	BREAK (Lagoon Lanai)
9:30 am - 10:45 am	CONCURRENT SESSIONS (see full schedule below)
10:45 am - 11:00 am	BREAK (Lagoon Lanai)
11:00 am - 12:30 pm	CLOSING SESSION: "RE-IMAGINING ORGANIZATIONS: LEADERSHIP GROUNDED IN HAWAIIAN CULTURAL VALUES" (Kona 4)

Division Abbreviations

BPS – Business Policy and Strategy
OD/CAR – Organizational Development and Careers
EDU - Education
ENT – Entrepreneurship
IB – International Business and Management
LDR - Leadership
OB/HRM – Organizational Behavior and Human Resource Management
OMT – Organization and Management Theory
ONE/SIM – Organizations and the Natural Environment / Social Issues in Management
TIM – Technology and Innovation Management





WAM 2020 PROGRAM SCHEDULE

WEDNESDAY, MARCH 18, 2020

SCHEDULE OVERVIEW

3:00 pm - 5:15 pm

DOCTORAL CONSORTIUM (Kona 1 & 2; Pre-registration required)

6:30 pm – 8:30 pm

DOCTORIAL & JUNIOR FACULTY CONSORTIUM DINNER (Offsite) - **Sponsored by the Milgard School of Business, University of Washington**

3:00 pm - 5:15 pm **DOCTORAL CONSORTIUM**

** Pre-registration required

Room: Kona 1 & 2

Contact:

Marion B. Eberly, Milgard School of Business, University of Washington (marionb@uw.edu)

Aten, Kathryn, Naval Postgraduate School (kjaten@nps.edu)

6:30 pm – 8:45 pm **DOCTORAL CONSORTIUM DINNER (Location TBD - Sponsored by the Milgard School of Business, University of Washington)**

THURSDAY, MARCH 19, 2020

SCHEDULE OVERVIEW

7:00 am - 5:00 pm

REGISTRATION OPEN (Grand Promenade)

7:00 am - 8:00 am

CONSORTIUM & WESTERN CASE WRITERS ASSOCIATION BREAKFAST (Grand Staircase)

8:00 am - 3:30 pm

WESTERN CASE WRITERS CONFERENCE (Kona 1)

8:00 am - 3:30 pm

DOCTORAL & JUNIOR FACULTY CONSORTIUM (Kohala 1 and Kona 2)

12:00 pm - 1:00 pm

WCA & CONSORTIUM LUNCH (Grand Staircase)

1:00 pm - 2:15 pm

WORKSHOPS (open to all – see full schedule below)

2:15 pm - 2:30 pm

BREAK (Lagoon Lanai)

2:30pm - 3:45 pm

WORKSHOPS AND PANEL (Open to all – see full schedule below)

4:00 pm - 5:45 pm

OPENING SESSION & FIRESIDE CHAT with JMI SCHOLARS (Kona 4 & 5)

5:45 pm - 7:30 pm

OPENING RECEPTION (Ocean View Terrace)

8:00 am - 3:30 pm **WESTERN CASE WRITERS CONFERENCE**

** Pre-registration required

Room: Kona 1

Contact:



Deborah Walker, Fort Lewis College (walker_d@fortlewis.edu)

8:00 am - 3:30 pm DOCTORAL & JUNIOR FACULTY CONSORTIUM

** Pre-registration required

Room: Kohala 1 & Kona 2

Contact:

Marion B. Eberly, Milgard School of Business, University of Washington (marionb@uw.edu)

Aten, Kathryn, Naval Postgraduate School (kjaten@nps.edu)

12:00 am - 1:00 pm WCA & CONSORTIUM LUNCH

** Pre-registration required

Location: Grand Staircase

1:00 pm - 2:15 pm WORKSHOP – EDU: BREAKING DOWN BARRIERS: CREATING INCLUSIVITY

Room: Kona 2

Alysa Lambert¹, Regina Yanson²

¹Indiana University Southeast, ²Francis Marion University

alylambe@ius.edu

Abstract: Creating a culturally responsive learning environment can provide students with the ability to maintain their cultural competence. Students need to be able to feel comfortable expressing their culture (e.g. beliefs, dress) rather than feeling they need to conform to the majority culture. This workshop will focus on the important role faculty play in meeting students where they are and providing an environment that is meaningful for their future success.

1:00 pm - 2:15 pm WORKSHOP – EDU: ELIMINATING TEXTBOOKS: TRANSFORMING EDUCATIONAL AFFORDABILITY WITH ZERO-COST COURSE MATERIALS

Room: Kona 3

Dayna Herbert Walker¹, Verónica Caridad Cruz Rabelo¹, Ian Dunham¹, Oscar Stewart¹

¹San Francisco State University

dowalker@sfsu.edu

Abstract: This teaching workshop offers strategies for eliminating traditional textbooks through the use of zero-cost course materials (ZCCM). ZCCM are free or free-to-students content that leverage open-source licensing or digital content licensed through university libraries. Faculty who have gone through the ZCCM adoption process will address concerns about the rigor and availability of ZCCM, provide practical strategies for searching for and creating ZCCM, and leave attendees energized and equipped to implement affordable instructional materials in their own courses.



1:00 pm - 2:15 pm **WORKSHOP – EDU: LEGACY ADMINISTRATION: EMPOWERMENT AS A HIGH IMPACT PRACTICE**

Room: Waikoloa 2

Krystal Miguel Rawls¹

¹California State University
krawls@csusb.edu

Abstract: This interactive workshop is filled with creative ideas designed to engage undergraduate students in community service, promote campus resource awareness, and infuse a respect for critical information literacy all while empowering students to take control of their own education through an in-class service-learning module: Legacy Administration.

1:00 pm - 2:15 pm **WORKSHOP – OB/HR: IMPROVING YOUR VOICE & PRESENCE SKILLS IN THE CLASSROOM**

Room: Waikoloa 3

James Downing¹, Marie Downing¹

¹California State University, Chico
jdowning2@csuchico.edu

Abstract: The workshop is modeled after how Business Executives at the Corporate Level are trained in effective Voice and Presence in the boardroom for presentations and speeches. The target audience is Faculty of Universities. We will work on being present in the classroom moment to moment, having a personal connection to what it is you are teaching, and also on the mechanics of the voice. Work on finding more range in the voice, new resonance and breath work will all be a components of this. We will also examine how the body can be more economical physically so that there is less tension in the body and when there is less tension, there is more room for breath capacity and in turn, more power to fuel the voice.

2:15 pm - 2:30 pm **BREAK (Lagoon Lanai)**

2:30 pm - 3:45 pm **WORKSHOP – ONE/SIM: MEANINGFUL JOBS AND WELL-BEING WORKPLACES**

Room: Kona 2

Vernita Perkins¹

¹Omnigi Research Lab
vperkins@omnigi.com

Abstract: Organizational management is faced with the ever-increasing challenge of understanding and managing employee engagement and retention in this meaningful job and wellbeing workplaces revolution, as more working professionals are requiring meaningful work coupled with quality of life. The traditional homogenous, hierarchical, wealth creation model is beginning to yield under a growing interest in meaningful, fulfilling, equitable organizational systems and cultures. How can organizational management professionals identify and establish meaningful jobs and wellbeing workplaces? Moreover, how can management professionals incorporate subversive creativity into current business models, providing products and services that serve human, animal and ecological wellbeing in the midst of not just wealth creation, but ethical, meaningful wealth creation? In this workshop, participants explore and develop meaningful designs, offering solutions for meaningful jobs, workplaces, and wealth creation.



**2:30 pm - 3:45 pm WORKSHOP – LEADERSHIP: A MULTIPLE DOMAIN, IDENTITY-BASED APPROACH
TOWARDS COACHING**

Room: Kona 3

Gretchen Lester¹, Paul Lester²

¹San Jose State University, ²Naval Postgraduate School
gretchen.lester@sjsu.edu

Abstract: Developing the whole person as a leader has become a topic of great importance for many organizations and universities, yet most research and practice of leader development focuses primarily on the work domain (Hammond, Clapp-Smith, & Palanski, 2017; Petriglieri & Petriglieri, 2015). The goal of this 75-minute workshop is to promote a more holistic consideration of leader development for educators by exploring how leadership skills and abilities interact both in and outside of work.

2:30 pm - 3:45 pm WORKSHOP – ONE/SIM: TEACHING PEACE IN OUR CLASSROOMS

Room: Waikoloa 2

Scott Hammond¹, Lisa Jones Christensen², Elizabeth Goryunova³

¹Utah State University, ²Brigham Young University, ³University of Southern Maine
scott.hammond@usu.edu

Abstract: In this 60- or 90-minute dialogue where we will challenge ourselves to ask how our universities, programs, and classrooms can be the engines of peace. The process will model dialogue. Participants will sit in a circle and all will contribute with words, wisdom or silence while addressing the following questions: How can we go beyond protesting to peacemaking? How can we replace outrage with understanding? How can we replace the study of conflict with the practice of peace? How can we teach healing rather than victimhood? How can we teach criticism and avoid cynicism? How can we come to see peace as a process, not a destination?

2:30 pm - 3:45 pm PANEL – COME LAUGH WITH (OR AT!) US- EXPERIENCED ACADEMICS SHARE BEST-PRACTICES OF USING HUMOR IN THEIR ACADEMIC CAREERS

Room: Waikoloa 3

Sally Baack, San Francisco State University
Cecily Cooper, University of Miami
Eric Lamm, San Francisco State University
Richard Stackman, University of South Florida
sbaack@sfsu.edu

Abstract: This panel focuses on lessons-learned from four experienced, award-winning management professors. Panelists will share their key uses of, approaches to, and successes with humor. The topics include using humor to establish meaningful relationships with students for improved learning; using humor as a way to reduce power-distance between professors and students; using humor related to working in teams; and summarizing research findings on humor in organizations that can be taught in the classroom. The purpose is to share compelling, practical and laugh-inducing “best-practices” and “lessons-learned” about using humor in academic life. Humor has been long-heralded for increasing appeal individually and for contributing to positive cultures and productive results. Our panel consists not necessarily of humorous people, but of humorists, with the hope of demonstrating



to the audience that strategic use of humor can have wide-ranging positive implications - providing tangible take-aways.

4:00 pm - 5:45 pm **OPENING SESSION & FIRESIDE CHAT WITH JMI SCHOLARS**

Room: Kona 4 & 5

An Interactive Q&A session with the 2020 JMI scholars:

Nancy Harding, Professor of Human Resource Management- University of Bath

Linda Smircich, Professor of Organization Studies- University of Massachusetts, and

Marta B. Calás, Professor of Organization Studies- University of Massachusetts

5:45 pm - 7:30 pm **WAM OPENING RECEPTION**

Room: Ocean View Terrace

All registrants are invited to socialize with old friends and to make new ones. Light hors d'oeuvres and a cash bar will be available.

FRIDAY, MARCH 20, 2020

SCHEDULE OVERVIEW

7:00 am - 5:00 pm	REGISTRATION OPEN (Grand Promenade)
6:45 am - 7:45 am	NEWCOMERS' BREAKFAST (open to anyone who has attended fewer than 60 WAMs – Lagoon Lanai)
8:00 am - 9:15 am	CONCURRENT SESSIONS (see full schedule below)
9:15 am - 9:30 am	BREAK (Lagoon Lanai)
9:30 am - 10:45 am	CONCURRENT SESSIONS (see full schedule below)
10:45 am - 11:00 am	BREAK (Lagoon Lanai)
11:00 am - 12:15 pm	CONCURRENT SESSIONS (see full schedule below)
12:30 pm - 2:00 pm	PRESIDENTIAL LUNCH & AWARDS (Kona 4 & 5)
2:30 pm - 3:45 pm	ASCENDANT SCHOLARS SESSION (Kona 4 & 5)
2:30 pm - 3:45 pm	CONCURRENT SESSIONS (see full schedule below)
3:45 pm - 4:00 pm	BREAK (Lagoon Lanai)
4:00 pm - 5:30 pm	CONCURRENT SESSIONS (see full schedule below)
8:00 pm - 10:00 pm	LAST SESSION (TBD)

6:45 am - 7:45 am **NEWCOMER'S BREAKFAST**

Room: Lagoon Lanai

A WAM newcomer is anyone who has attended fewer than 60 WAM conferences. If you qualify, please join your colleagues for a buffet breakfast.



8:00 am - 9:15 am DEVELOPMENTAL PAPERS SESSIONS

DEV: WOMEN'S EMPOWERMENT & COMMUNITY BASED WORK

Room: Kona 4 & 5- Table 1

Chair: Deborah Gibbons

Community-Based Networks And Women Entrepreneurs In Poverty

Smita Trivedi¹, Antoaneta Petkova¹, Jurgen Willems²

¹San Francisco State University, ²Vienna University of Economics and Business

apetkova@sfsu.edu

Abstract: In this paper, we explore community-based livelihood creation in the context of women entrepreneurs in poverty. Using multi-method research design, we examine the relationships between the internal and external networks of women entrepreneurs and the benefits they accrue through their businesses. The findings from this study will have insightful contributions to the literatures on women entrepreneurship, entrepreneurial networks, and poverty alleviation.

Women of Color in the Green Rush: An Ecological Model of Race, Gender, and Entrepreneurship in Cannabis-Facing Organizations

Verónica Rabelo¹

¹San Francisco State University

rabelo@sfsu.edu

Abstract: Women of color (WOC) are one of the fastest-growing groups of entrepreneurs, yet face barriers given their membership in at least two marginalized groups. This paradox is apparent in 'cannabusiness', wherein WOC remain vastly underrepresented amidst widespread legalization. To account for these disparities, this conceptual paper offers an ecological model of race, gender, and entrepreneurship. The model depicts how aspiring entrepreneurs are embedded within four nested systems - microsystem, mesosystem, exosystem, macrosystem - which together enable and inhibit successful entrepreneurship. Across these nested systems, the proposed ecological model accounts for (1) factors that maintain and/or exacerbate inequality, as well as (2) opportunities to challenge inequality and/or promote equality. An ecological approach is necessary for understanding 'and remedying' gendered and racial disparities that inhibit equity for and entrepreneurship among women of color.

Building Skills to Integrate, Protect, and Empower Women during Peacekeeping

Deborah Gibbons¹, Sally Baho¹

¹Naval Postgraduate School

degibbon@nps.edu

Abstract: For nearly twenty years, the United Nations has strongly supported deployment of women in peacekeeping units and has urged peacekeepers to emphasize protection of women during peacekeeping operations. UN peacekeepers complete training about protection of civilians, with special modules on sexual and gender-based violence and protection of children. Despite many resolutions and guidelines, social and organizational challenges impede integration of women in peacekeeping units, and violence against women continues. This project intends to identify crucial know-how and skills that help with integration of women in peacekeeping units and with partnership-building to improve security for local women. The effort is based on work with peacekeeping instructors in Latin America, teaching UN modules alongside social and organizational skills to



equip peacekeepers to integrate their organizations, empower local women, and foster cooperation between UN forces and local communities.

African American Women's Power Currency Attainment and Centrality in Organizational Leadership Networks

Estelle Archibold¹

¹Case Western Reserve University

estelle.archibold@case.edu

Abstract: In this proposal, I will explore the value of power currency as a viable conceptualization of the interaction among race, gender, and network centrality. My research question, "Is power currency attainment within a management team a predictor of network centrality for African American women?", is founded on an investigation of power using social network theory to highlight the relational and dynamic nature of power. Further, my proposed study will utilize intersectional analysis in my application of qualitative and social network methods to investigate the intersection of social identity factors and network centrality in organizations. I will offer a brief literature review of power, social capital, and centrality research germane to an exploration of power currencies as originally advanced by sociologists Hocker and Wilmot (1983), highlighting its theoretical resonance with research associated with social capital and centrality in management studies.

DEV: WORKPLACE I: Ostracism, Anxiety, Stigma and Outcomes

Room: Kona 4 & 5- Table 2

Chair: David Sloan

Workplace Ostracism: A Meta-Analysis

Akanksha Bedi¹

¹Western Washington University

bedia@wwu.edu

Abstract: Ostracism is a ubiquitous and an inevitable part of human personal and professional lives. Despite its prevalence, organizational scholars have yet to provide a comprehensive review of the empirical literature on workplace ostracism. In this study, I use belongingness theory, conservation of resources theory, and need-threat/need fortification theory to conduct a meta-analysis of the relationships between the predictors and outcomes of workplace ostracism. My results suggest that experiences of workplace incivility and victim personality traits have a significant influence on the perceptions of workplace ostracism. In addition, workplace ostracism was related negatively to numerous health and work outcomes. Furthermore, geographical location (collectivistic vs. individualistic cultures) of study samples moderated some of the proposed relationships. I conclude with a discussion of these findings.

Attachment in the Workplace: Exploring the Interactions Between Anxiety and Avoidance on Key Employee Outcomes

David Sloan¹, Mark Baird¹, Alan Mikkelsen¹

¹Whitworth University

dsloan@whitworth.edu

Abstract: We explored the direct effects and interaction effects between the attachment styles of anxiety and avoidance on key employee outcomes. Hypotheses were tested among 271 full time employees from a variety of industries using SPSS. Results indicated that anxiety was positively related to job stress and negatively related to job satisfaction, employee flourishing, and organizational commitment. Avoidance was negatively related to job



satisfaction, employee flourishing, and organizational commitment. An anxiety by avoidance interaction effect was present among the criterion variables of job stress and organizational commitment. Practical and theoretical implications, limitations, and avenues for future research are discussed.

The Expression of Supervisor Dominance and Employee Outcomes

Alan Mikkelsen¹, David Sloan¹

¹Whitworth University

amikkelson00@whitworth.edu

Abstract: Using Dunbar and Burgoon's (2005b) conceptualization of interpersonal dominance, we explored how supervisors' communication of dominance was related to employee outcomes. Results from two studies (Study 1: N=307; Study 2: N=303) revealed that messages signaling influence and focus/poise were positively related to job satisfaction, motivation, organizational commitment, employee empowerment, and accomplishment, yet

Developmental Papers Friday 8:00 -9:15 am (continued)

negatively related to exhaustion and cynicism. Regression analyses determined that influence and focus/poise were the strongest predictors of job satisfaction, motivation, commitment, and empowerment. Focus/poise and panache were the best predictors of personal accomplishment. Finally, conversational control was the strongest predictor of exhaustion and cynicism.

Stigma Hierarchies: Organizing and Maintaining Micro-occupational Communities in the Sex Work Occupation

Trish Ruebottom¹, Madeline Toubiana²

¹McMaster University, ²University of Alberta

ruebottt@mcmaster.ca

Abstract: Community is a crucial resource for managing occupational stigma. Yet some occupations are fragmented and heterogeneous, meaning that finding community can be difficult. We explore how actors working in stigmatized occupations organize and maintain occupational communities despite such challenges. We draw on an inductive qualitative study of the sex work occupation in Canada to show how workers gather in small, micro-occupational communities. We outline these workers' efforts to construct a stigma-based hierarchy that allows them to situate themselves with similar others in the occupation according to perceptions of relative stigma. The resulting micro-occupational communities serve as crucial support in the face of external stigma, but they also lead to unexpected consequences for the occupation as a whole. The micro-occupational communities contributed to contestation across the occupation and undermine workers' broader efforts to legitimize the occupation.

DEV: WORKPLACE II: EMPLOYEES AT HOME, ATTITUDES AT WORK, VALUES, MISTREATMENT AND VIOLENCE

Room: Kona 4 & 5- Table 3

Chair: Ivana Vranjes

Work at Home Employee Recall: The Moderating Effect of Perceived Organizational Support on Organizational Citizenship Behavior

AnnaMaria Bliven¹

¹University of Wisconsin-Whitewater

blivena29@uww.edu

Abstract: The online job market that is a blessing to disabled, stay-at-home parents, college students, retired, and other people depending on this job market for sustainability is at risk of shrinking. Remote employees are being



recalled from their online employers causing a change to this job market that is concerning. Why are these online employers recalling their remote employees? Could OCB be a factor for this recall? What may be contributing to this if this was true? Researching relationships between POS, isolation and emotional exhaustion we examine the mechanism that may be influencing the decision to recall remote employees and can hopefully stop this from continuing.

Vicarious Workplace Deviance as a Determinant of Employees' Attitudinal Outcomes at Work

Mamoona Arshad¹, Abdur Rahman Malik¹

¹Lahore University of Management Sciences

mamoona.arshad19@gmail.com

Abstract: Vicarious experiences being a faster mode of learning holds the potential to influence individuals' attitude at work. Despite their ability to significantly impact employees' attitude, they have not been extensively researched. Drawing on COR theory, the current study aims to build on the notion of resource passageways, by suggesting vicarious WD (indirect experience) as a cue that arose emotional exhaustion among employees. On perceiving such signals at work, employees' attitudinal outcomes portray the level of their resource availability. Individuals would adopt a coping mechanism in order to preserve further personal loss either through thriving at work (based on their emotional contagion and level of organizational identification). The coping mechanism will determine employees' ability to deal with the loss of resources, ultimately facilitate their ability to thrive.

A Closer Look at Person-Organization Fit in East Asian Contexts: Are there Differences for Fit on Social-Oriented and Individual-Oriented Values?

Kyle Ehrhardt¹, Margaret Shaffer², Warren Chiu³, Monica Sharif⁴

¹University of Colorado Denver, ²University of Oklahoma, ³Hong Kong Polytechnic University, ⁴Morgan State University

kyle.ehrhardt@ucdenver.edu

Abstract: On balance, most research suggests that person-organization fit plays a meaningful role in shaping employee outcomes. However, in multiple studies conducted in non-Western contexts, researchers have also observed that cultural values may influence employee experiences of fit, along with their response to fit. In this empirical developmental paper, we build on this line of research by examining whether the relationship between PO fit and established attitudinal outcomes may differ across specific values more or less aligned with traditional cultural values of a given society. Polynomial regression results and response surface analysis demonstrated significant differences in the effects of PO fit on social-oriented values and individual-oriented values in a sample of 593 indigenous Hong Kong Chinese employees.

When Good Intentions Go Bad: Appraisals of Assertive Observer Interventions in the Context of Workplace Mistreatment

Ivana Vranjes¹, Sandy Hershcovis¹, Zhanna Lyubikh¹

¹University of Calgary

ivana.vranjes@ucalgary.ca

Abstract: Researchers are increasingly gaining interest in the role observers in workplace mistreatment. A prevailing assumption in the current literature is that observers are in a strong position to stop mistreatment and should be encouraged to intervene. Yet, to date, surprisingly little research has investigated the effectiveness of observer interventions on workplace mistreatment. In this paper, we develop a model in which we consider how different actors involved in workplace mistreatment (i.e., the target, the perpetrator and other observers) may appraise assertive observer interventions (i.e., confronting the mistreatment). We argue that observer



interventions in workplace mistreatment are not unconditionally beneficial and that they can be either well or ill received depending on certain factors within the individual and the context. This study has important practical implications, as it informs on the conditions under which observer interventions are most likely to be well received.

Workplace Violence: Who Speaks Up?

Regina Yanson¹, Jessica Doucet¹, Alysa Lambert²

¹Francis Marion University, ²Indiana University Southeast
ryanson@fmarion.edu

Abstract: Many organizations struggle with how to best address safety in the workplace as it pertains to violence. This research proposal is aimed to improve our collective understanding of what is meant by workplace violence, and our understanding of appropriate responses to episodes of violence. The paper describes a proposed study that will investigate the likelihood of reporting various types of workplace violence as well as the antecedents of reporting such violence. Using a survey methodology, data will be collected from employed individuals from the local community and surrounding counties in northeast South Carolina. Inferential statistics, including correlations and regression analyses, will be used to determine the level of support, if any, for each of the research questions discussed in the research proposal.

DEV: WORKPLACE III: BEHAVIOR, ATTITUDES, INCIVILITY AND EMOTIONS

Room: Kona 4 & 5- Table 4

Chair: Vanessa Shum

The Effect of Video Game Play on Behavior in the Workplace

Julena Bonner¹, Deanne Brocato¹, Antje Graul¹

¹Utah State University
julena.bonner@usu.edu

Abstract: While video game play in children and adults has previously been associated with negative consequences such as increased aggression and decreased prosocial behavior, this research is among the first to suggest that different types of video game play can have a positive or negative effect on adult behavior in the workplace. Moreover, our research identifies two popular types of video game play: violent video game play (e.g., first and third person shooter) and cooperative video game play (e.g., tribal, role-playing), and examines the effect of video game play in these genres on moral and emotional processes that affect workplace outcomes. Specifically, we propose that video game play outside of work influences individual moral and emotional processes (e.g., moral disengagement, empathetic concern) that then impact prosocial behaviors at work, such as helping behaviors and cooperation, and/or aggression at work, such as incivility, verbal aggression, and deviance.

FOMO-Work: The Perceived Prevalence of Better Work Experiences

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Abstract: Social media is increasingly intertwined with daily life. Despite the widespread use of social media at the workplace, its impact on employee work attitudes has received limited attention. Our research explores a critical consequence of social media usage- fear of missing out (FOMO). FOMO serves as a linking pin between extensive



social media usage and reduced psychological well-being. We contextualize FOMO within work experiences (FOMO-work) to elucidate a psychological mechanism between social media usage and employee work attitudes. We draw on Social Cognitive Theory to understand how social media users respond to information from the virtual environment. We propose that social media intensity has a negative relationship with job satisfaction through FOMO-work. This relationship is intensified for employees with greater career salience and a prevention focus. Our proposed research contributes a better understanding of employee attitudes and behaviors in the digital world.

Disrupting the Incivility Spiral through O.D. Interventions of Chaos Theory & Sensemaking

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Abstract: The reduction of workplace incivility and coercive action is a fertile area for organizational development (O.D.) research, but there is a paucity of research about O.D. interventions in the incivility and abusive leadership domains. To fill this gap, and in line with the recognition of the high cost of incivility and coercive actions in the workplace, the present proposed study applies chaos theory to develop a tentative framework about how incivility spirals into disruptive patterns. This framework guides the O.D. practitioner and concerned managers into a dialogical process to make sense of the emerging patterns causing bifurcation in the relational process. After introducing the theoretical concepts, we suggest questions for developing this conceptual paper to a proposal to extend theory into the incivility research.

How Supervisors' Compassionate but Unethical Behavior Impacts Subordinates' Unethical Behavior: A Sensemaking Process

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Abstract: With increasing scholarly attention to the unethical concerns of prosocial behavior at work such as compassion, in this paper, we address an important issue of how supervisors' compassion with unethical implications (i.e., compassionate but unethical behavior) impacts subordinates' unethical behavior. Drawing on sensemaking theory, we argue how subordinates' interpretation of the context and action towards themselves explain their emotional responses, reformation of moral identity, and unethical behavior. We develop a theoretical model to conceptualize the sensemaking processes and establish a four-quadrant taxonomy specifying subordinates' various meaning interpretations of supervisors' behavior. We develop propositions regarding how subordinates' meaning interpretation shapes their unethical behavior through emotional responses and moral identity. Theoretical contributions and future research directions are discussed and implicated.

Emotional Dynamics in Imprinting Process

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Abstract: Based on a longitudinal, qualitative analysis of the institutionalization process in a management consulting organization, we develop a process model of emotional dynamics during the organization aimed to embed its core purpose into its everyday practices. We found that two emotional dynamics kept the institutionalization process ongoing: worry and desire for autonomy. These dynamics were co-enacted by two core



groups, the founding partners and the new partners. The founding partners worried that the new partners do not continue their legacy, and then again, the new partners wanted to have an independent and autonomous approach for the practice of consulting. This paper develops a theory on imprinting process, and more particularly enhances our understanding of emotional dynamics that overshadow it.

DEV: WORKPLACE PARTICIPATION, COMPASSION, TRUST, FLOURISHING AND PERFORMANCE

Room: Kona 4 & 5- Table 5

Chair: Ghadir Ishqaidef

Managing Tensions Between Individual Participation and Organizational Control in Online Workplace Communities

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Abstract: Social media in organizations can foster information sharing, increased communication, and collaboration. Online communities have become ubiquitous in the workplace. Scholars suggest, however, that social media use in organizations is outpacing our understanding of these technologies and theories of how they change organizational processes. Destructive behavior on workplace online community sites has led to negative organizational consequences and risks to individual and organizational security. Organizations need a better understanding of how to manage the tensions between individual participation and organizational control of online workplace communities. This qualitative study will contribute to understanding of enterprise social media by analyzing the case of the founding, development, participation, and administration of Navy Facebook groups to address this question.

Grace and Compassion: A Look at an Intentional Way of Being in the Workplace: A Proposal

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Abstract: Fear and vulnerability disconnects us from our natural capacity to emphasize and connect with each other. This often leads to individuals becoming detached and unavailable. Today there are a number of ways we can see disengagement from relationships with ourselves and others. High rates of mass shootings, racism, public disharmony and many examples demonstrate the need to reconnect and practice a way of being that provides emotional, spiritual and other forms of healing. Compassion has shown to be one such way to reconnect and develop healthier relationships. Another potentially helpful mechanism, grace, has not been thoroughly examined in the leadership literature. Additionally, the differences between compassion and grace are unclear. As such, the purpose of this mixed methods research proposal is to explore the concepts of grace and compassion. The intent is to further define and refine the understanding of these terms through a non-religious and leadership context for the purpose of creating healthier workplaces.

Trust in Me: Interpersonal Communication Dominance as a Tool for Influencing Interpersonal Trust

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Abstract: Perceptions of trustworthiness are an established antecedent of interpersonal trust. However, the trust literature provides fewer insights into possible proactive tools for positively influencing trustworthiness.



Interpersonal communication dominance is a skill used to influence another individual in an interpersonal relationship. Using social information processing theory, we hypothesize and test a parallel mediation model specifying that the three dimensions of trustworthiness (i.e., perceived ability, perceived benevolence, and perceived integrity) mediate the relationship between interpersonal communication dominance and interpersonal trust. The results show significant indirect effects for interpersonal communication dominance on interpersonal trust through perceived benevolence and perceived ability but not through perceived integrity. Our findings suggest that using interpersonal communication dominance to increase perceptions of benevolence and integrity may be an important tool for positively influencing personal trust.

Disposable Workforce or Valuable Resources? Exploring the Role of Strategic Positioning and High Performance Work Systems in Temporary Staffing Firms

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Abstract: The temporary help service industry has witnessed a rapid growth in the last couple of decades. Not only did the number of market players balloon in a matter of a few years, but the growth is also evident in the number of services that are offered to numerous market segments. Although they helped in changing the face of the traditional employment relationship in today's economy, the temporary staffing firms (TSFs) have been under represented in contemporary management research. Very little is known about the factors that distinguish successful firms from others in this growing industry. The proposed research study helps to address this gap in our understanding by exploring and testing a conceptual model suggesting relationships between service market strategic positioning, high-performance work systems (HPWS), internal service quality and firm performance. Parallel research streams, grounded in the strategic human resource management (SHRM) and the services marketing (i.e. service-profit chain) literatures, are employed to understand these relationships. General firm performance measures are used (productivity, repeat business) in addition to industry specific indicators of firm success (e.g., placement success rate, temp hours sold). Specific hypothesis generated from the model are tested using primary data generated through a survey-based methodology. The sample of firms operating in the temporary help supply service industry is drawn from the populations of firms listed in the Directory of Corporate Affiliations. Implications for research and practice are discussed as well as study limitation and directions for future research.

Beyond Exchange: Toward Relational Flourishing

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Abstract: Our conceptual analysis proposes a subversive assumption that individuals have a natural tendency to seek relationships that access latent competencies within dyads. In suggesting individuals are guided by an instinct to 'build on the best in our human natures', we examine how relationships can emerge into relational flourishing, a dyad-level outcome where the dyad becomes generative as it creates within-dyad resources by harnessing and synchronizing collaborative behaviors that promote the well-being of the dyad. We also introduce relational coping, another dyad-level phenomenon where dyad members seek to maximize individual interests, often at the expense of the interests of the dyad. Relational coping weakens the dyad through imposing, ignoring, or ingratiating behaviors. We also introduce a motivating factor, positive relational orientation, that drives integrative behaviors while arguing that anchoring events enable a dramatic shift from relational coping to relational flourishing.



DEV: DIVERSITY RACE , TOKENISM, TENURE, PARTICIPATION & DOCTORAL PROGRAMS

Room: Kona 4 and 5- Table 6

Chair: Jamila Alaktif

What Tenure Means for Women Versus Men Pertaining to Punishment for Professional Misconduct

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Abstract: I investigate the career consequences of one form of Wall Street misconduct. I use FINRA records which include stockbrokers' employment history and any involvement in formal disputes with customers or sanctions by the regulators. My sample includes 4,675 randomly-selected stockbrokers with employment spells at 1,877 brokerage firms between 1984 and 2013. Using robust linear probability models, I find that customer-initiated misconduct is punished by the labor market, but regulator-initiated misconduct is not. I also show that higher tenure weakens the punishment after customer-initiated misconduct but it strengthens the punishment after regulator-initiated misconduct. Furthermore, I find evidence that male brokers later in their careers are punished more for customer-initiated misconduct and punished less for regulator-initiated misconduct than female brokers later in their careers.

Encouraged to Participate: Perceptions of Non-Verbal Behaviors by Leader Gender

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Abstract: Women leaders are faced with a double bind, as they try to meet social role expectations to exhibit communal behaviors, as well as display agentic behaviors as leaders. Participative leadership, which involves subordinates in decision-making, is a promising leadership style that enables women to meet expectations for both women and leaders. In a field study, we examine how displaying encouraging non-verbal behaviors (i.e., smiling, nodding, and signaling attention) relates to participative leadership. Drawing on role congruity theory and implicit leadership theory, we theorize that men and women leaders are held to different standards for displaying non-verbal behaviors with respect to being perceived as participative leaders. Findings indicate that men and women leaders get differential returns to encouraging non-verbal behaviors, such that encouraging non-verbal behaviors are more important to meeting perceptions of participative leadership for women.

Systematically Overcoming Social Closure for Business Doctoral Program Applicants

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Abstract: Business schools purport their values to include the recruitment, retention, and successful career trajectories of underrepresented and historically marginalized minority groups, namely Black, Latinx, and Native Americans. To this point, researchers have examined organizational efforts to combat social closure for underrepresented minorities (URMs) at the doctoral and faculty stages in business schools. Yet, we know little about organizational efforts to combat social closure for prospective URM doctoral applicants. We address this topic by interviewing and surveying participants who attended the PhD Project's annual conference for prospective doctoral applicants. Our findings show that while the PhD Project provides prospective applicants with knowledge and resources to be successful in the application process, applicant still encounter hurdles that the PhD Project



and business schools should address. We conclude with recommendations to business schools to complement the PhD Project.

Do Soft Laws Really Matter in Ethnoracial Diversity Management? The Case of a Diversity Certification

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Abstract: This research examines the effects of diversity soft laws in management based on the progressive construction of a specific diversity certification. I question its effectiveness on ethnoracial diversity management and, the strategies underlying the certification process, which is at the crossroads of multiple stakeholders involved in it: economic and political, private and public stakeholders, managers, activist or associative. The results provide an insight on factors influencing diversity management policies and ethnic diversity management.

Who are the 'Firsts'? Tokenism Process Beliefs and the Organizational Attractiveness of Homogeneous Firms

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Abstract: Drawing on literature from psychology, recruitment and tokenism theory, we examine how diversity recruitment advertisements affect the tokenism process beliefs of women. Importantly we examined stigma consciousness as a moderator of that relationship and investigate its influence on women's evaluations of organizational attractiveness, thus testing a moderated mediation model. Results show that tokenism process beliefs about firms based on the level of gender diversity emphasized in recruitment ads were moderated by stigma consciousness, and also serve as an underlying mechanism implied by signaling theory. The results of this article provide new insights into how firms that lack gender diversity may effectively attract women job seekers. Implications for organizations and directions for future research are discussed.

DEV: DIVERSITY: INDIGENOUS, BEHAVIORS, GENDER AND RESEARCH

Room: Kona 4 & 5- Table 7

Chair: Brad Humphreys

Indigenous Entrepreneurship in Montana: Discovering Resources and Relationships

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Abstract: This developmental paper begins with the premise that Indigenous cultures and values may differ from many common assumptions underlying traditional entrepreneurship and educational offerings. While Indigenous individuals have established successful entrepreneurial enterprises, their stories and approaches to building their businesses are not well known, and much less understood by the broader higher educational community. Our overarching objective for this research is primarily to develop case studies of successful Indigenous entrepreneurship within different tribes, with 'success' contextualized by how the Indigenous communities define it (Colbourne, 2017). This work hopes to disseminate exemplars for Indigenous communities and more broadly deepen understanding of differences between traditional and Indigenous entrepreneurship for academics, students, and practitioners. From this research, we may also be able to discover generalizable patterns regarding how Indigenous entrepreneurship



Do Perceptions of Physical Attractiveness and Aggression of Leaders Impact Behavior of Outsiders: Evidence from College Football

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Abstract: This research proposal looks to explore how perceptions of physical attractiveness and aggression of leaders impact the behavior of outside experts and consumers. The empirical setting is United States college football, particularly the public perceptions of the head football coach. Drawing upon a large public database of general perceptions of attraction and aggression, we will develop scores for each trait for each coach from 2014 through 2016. These scores will be examined in the context of point spreads for games during the sample period. Point spreads are generally expected outcomes for the final score difference in games but do include biases that should not impact the outcome of games (e.g., race). The results from this proposed study should extend to other contexts where we find that perceptions of attractiveness and other qualities do impact key human resource decisions of organizations.

Founder Gender, Venture Development Organization Endorsements, and the Survival of New High-Technology Ventures

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Abstract: Despite the prominence of venture development organizations (VDOs) in fostering high-technology entrepreneurship, relatively few studies have considered the role of founder gender when examining their impact on new venture outcomes. This study attempts to add to current knowledge on the gendered nature of VDO processes by quantitatively examining the joint effects of founder gender and VDO endorsements on high technology venture (HTV) survival. Preliminary results indicate that female founders, VDO equity investments, and VDO graduation are positively associated with HTV survival. Consistent with prior qualitative research on founder gender and VDO outcomes, preliminary results suggest that HTVs founded by men derive survival benefits from VDO endorsements and HTVs founded by women do not. These preliminary findings provide new insights into the gender dependent benefits of VDO processes for HTVs.

What Economists Need to Know About Diversity Research in Association Football: Preliminary Results of a Systematic Review

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Abstract: The purpose of this paper was to conduct a systematic review of published articles on diversity in adult male association football (soccer), identify and organize common research topics, according to the Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) guidelines. The relevant databases were searched for published studies using the following keywords: 'football' and 'soccer', each one associated with the terms 'diversity', 'team composition', 'team heterogeneity' 'comp*' and 'heter*'. From the previous preliminary review, novel variables were identified that should be in a sharper focus. A challenge for researchers is to align these new topics with the needs of the coaches and managers through a more integrated relationship between coaches and researchers, to produce practical and usable information that improves team performance.



DEV: LEADERSHIP SKILLS, CREDIBILITY & CONNECTIONS

Room: Kona 4 & 5- Table 8

Chair: Sharon Sheridan

Supervisors Showing That They Care: The Joint Effect of Supervisor Perceived Organizational Support and Political Skill on Ethical Leadership and Workplace Outcomes

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Abstract: In a multi-source field study, we examine and explain the joint effect of supervisor perceived organizational support (POS) and supervisor political skill on ethical leadership. We draw on organizational support and social exchange theories to explain and establish our baseline relationship between supervisor POS and ethical leadership. We demonstrate that when supervisors perceive they are supported by their organizations, they are likely to reciprocate in kind via ethical leadership. We extend this finding by proposing that some supervisors are less susceptible to the norm of reciprocity and are generally inclined to display sensitivity and build interpersonal relationships with their employees, whether they perceive they are supported or not by their organizations. Thus, we targeted supervisor political skill as a moderator. Lastly, we integrate workplace outcomes into our model and provide evidence that ethical leadership mediates the relationship between supervisor POS and workplace outcomes. Implications for research and practice are discussed.

"Move Fast and Break Things": Silicon Valley and the Language of Entrepreneurial Leadership

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Abstract: Entrepreneurs have long been recognized for their critical role in the development of a vibrant and growing economy. As key "agents of innovation and creative destruction" researchers have differentiated between entrepreneurs and managers predominantly in terms of two factors: (1) personality and (2) social cognitive processes or the way they think. In this study, we explore a new way of looking at the differences between entrepreneurs and managers that may be more useful for practicing managers: their language usage or the way they talk. We conclude with a discussion of the limitations and implications of our findings for management practice and future research with a particular focus on lessons learned for managers wishing to act like entrepreneurs within their own organizations as entrepreneurs.

Relationships Between Leader Credibility, Employee Commitment and Change Outcomes: An Empirical Study

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Abstract: In this paper, we investigate the relationships between leadership credibility, employee commitment to change and change success. Based on a sample of 320 participants from diverse organisations and using structural equation modelling techniques, we show that leadership credibility has a positive effect on both affective and normative commitment to change but a negative effect on continuance commitment to change. We also report that change success is positively impacted by affective commitment to change and negatively impacted by continuance commitment to change but is not significantly affected by normative commitment to change. Our study sheds light on the role of leadership credibility and employee commitment during organisational change.



Thus, we contribute to closing a knowledge gap in change management theory while making practical recommendations for leading people during times of organisational transition.

Leadership Tunneling: Exploring Cultural Roots and Making Deep Connections

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Abstract: The forces of globalization are bringing together peoples and practices at a level unprecedented in human history and with it, a rising level of rhetoric about the legitimacy of who belongs where in many places around the world. Cultures are simultaneously blending and battling, ushering in an intermingling seemingly omnipresent dynamic of connections and collisions. As a result, effective global leadership practices are of preeminent importance. The purpose of this paper is to tunnel deeper beneath surface faux pas and their associated perfunctory or mischaracterized explanations in an effort to address the need for more transnationally competent leaders. We use cultural mythology as a vehicle to appreciate the richness of traditions and cultural heritages that enable leaders to not only navigate an increasingly interdependent context but also to bring disparate parties together at a deep level and aspire for mutually compassionate understanding and global well being.

DEV; LEADERSHIP CREATIVITY, HUMILITY, ETHICS, MINDFULNESS AND INTELLIGENCE

Room: Kona 4 & 5- Table 9

Chair: Andrew Hinrichs

The Impact of Leader Creativity Expectations on Employee Positive and Negative Creativity: A Self-Regulation Perspective

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Abstract: We live in a time in which positive creativity is highly valued by organizations because of the proven benefits. However, less attention has been given to negative creativity. This research draws on self-regulation theory to examine the role that leader creativity expectations have in predicting employee positive and negative creativity. We develop a model examining empowerment and job demands as intervening mechanisms in the relationships between leader creativity expectations and positive and negative creativity, respectively. We also propose moral disengagement to moderate these relationships. Our results support our model, contributing to the literature by providing new insights on how and when leaders' creativity expectations can foster positive and negative creativity.

Humble Mentors, Humble Protégés: The Impact of Humility on the Mentoring Relationship

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Abstract: Humble mentorship is a mentoring relationship in which both protégé and mentor accept the humble leadership traits of teachability, admitting mistakes and limitations, and acknowledging others strengths, in which case the central relationship paradox is avoided and both protégé and mentor are in a connected relationship. This proposal looks at the impact of humility on the mentoring relationship.



Ethical Leadership and Ethical Behavior of Employees in The Workplace: A Moderated-Mediated Link

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Abstract: Studying ethics is critical as it deals with questions concerning good and bad human behavior or actions (Moore, 2000). The purpose of this study is to find out how employee loyalty mediates the relationship between ethical leadership and employee's ethical behavior. Furthermore, it examines how work family conflict moderates the relationship between ethical leadership and employee loyalty; and how financial stress moderates the relationship between employee loyalty and employee's ethical behavior. Ideally, this study will inform us of critical factors that affect employee's ethical behavior.

Authentic Leadership: the Role of Emotional Intelligence, Resiliency, and Mindfulness in Forming Authentic Leaders

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Abstract: This developmental paper explores the antecedents of authentic leadership. The literature on emotional intelligence, mindfulness and resiliency is examined to discern the relationship with authentic leadership. The paper proposes that these three dimensions help form authentic leadership in individuals. The paper proposes to test this set of relationships quantitatively and identifies the instruments that would best serve to investigate this.

Examining the Relationships between Motivation to Lead, Leadership Orientations and Intelligence: A Pattern Approach toward Leadership Emergence

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Abstract: The purpose of this research is to identify and examine leadership emergence by employing a pattern approach analysis consisting of three individual difference variables; motivation to lead, orientations toward leadership and intelligence.

DEV: LEADERSHIP COMMUNICATION, SERVICE AND PERFORMANCE

Room: Kona 4 & 5- Table 10

Chair: Steven Norman

Leader Communication and Employee Outcomes: The Role of Context Dependence and Need Fulfillment

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Abstract: Communication with employees is one of the most vital roles of a leader. It is also a prime influence mechanism through which leaders affect numerous individual and organizational outcomes. A leader's communication style represents one of the most proximate determinants of important employee outcomes, including need satisfaction and work motivation. In this paper, we adopt a context dependence approach to communication to theorize how leaders' high versus low context communication style can facilitate or thwart the



fulfillment of employee needs for competence, relatedness, and autonomy. Drawing on the self-determination theory (Deci & Ryan, 1991) and the motivating language theory (Sullivan, 1988), we develop a unique theoretical model explicating the combined effects of communication domain and style, rather than studying their effects in isolation, on employee job performance, creativity, and well-being via fulfillment of different needs.

Servant not Sucker: Boundaries in the Practice of Servant Leadership

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Abstract: In this developmental paper at the conceptual stage, we begin a dialogue regarding the introduction of the psychological concept of interpersonal boundaries into the management literature. We briefly describe boundaries and their importance at work, similar and related constructs, as well as potential directions for measurement and a criterion validity study. We have highlighted key questions for discussion at this nascent phase of the research process.

Leader's Electronic Communication Skills and Trust

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Abstract: The authors are proposing a research paper to empirically and quantitatively examine the development of trust in a virtual work environment. This study will supplement and add to recent qualitative research in this area to quantitatively confirm prior findings.

LMX Differentiation and Team Performance: The Role of Key Members

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Abstract: A key assumption in the LMX literature is that leaders struggle with developing and maintaining high-quality exchange relationships with all of their members. Rather, leaders typically develop high-quality relationships with a select few of their followers. This study examines how LMX differentiation impacts team performance by creating higher levels of task and relationship conflict. Furthermore, we argue that not all differentiation is the same; specifically, we draw from literatures on social networks and surrogate behaviors to contend that leaders can mitigate the potential negative consequences of LMX differentiation by developing high-quality LMX relationships with members in key positions in their team task-related (i.e. task dependency network) and socio-emotional networks (i.e. social support network). We argue that through purposeful differentiation, leaders can minimize the effect that differentiation has on task and relationship conflict, thereby improving team performance.



DEV: ECONOMIC DEVELOPMENT: COLONIZATION, INEQUALITY, OPIOD CRISIS & CRAFT BEER & ECOSYSTEMS

Room: Kona 4 & 5- Table 11

Chair: Ian Dunham

The Era of Digital Colonial(tour)ism

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Abstract: Lisbon is the picturesque capital of a once-global colonial empire. We argue in the present research that it is now becoming the colony of a new type of foreign entity due to the rise of short term rental apartments facilitated by online platforms such as Airbnb, which have at least doubled the cost of housing in a five year span. In a series of 60 semi-structured interviews in the three historical neighborhoods most heavily affected by short term rentals, we find that this digital colonialism leads to negative emotions, disidentification with the place but increased identification with the Portuguese collective, and a reduced openness towards foreigners. Our proposed model depicts the processes and implications of such a boom.

Financial Deserts, Racial Segregation, and Economic Inequality

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Abstract: Many American consumers remain unbanked and underbanked, operating outside of the mainstream banking system. Moreover, the United States has experienced recent trends of brick-and-mortar mainstream bank branch closures and the proliferation of the alternative financial services industry in minority and low-to-moderate-income urban neighborhoods. This paper examines geographic disparities in the financial services environment in order to identify, define, and address financial exclusion as an indicator of economic inequality. Developing and utilizing spatial methods to quantify geographic financial exclusion, we test the hypothesis that financial service offerings are bifurcated based on sociodemographic variables. We find that race is a statistically significant predictor of a neighborhood being a financial desert, even after controlling for other variables, including educational attainment, income, mortgage lending activity, and population density.

Economic Valuation of the Opioid Epidemic: A Management Framework for Health Services Administration Early Careerists to Understand the Economics of Prescription Misuse

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Abstract: Uniquely housed in a Business Schools, Health Services Administration (HSAD) and Management programs maintain the same rigor as core business classes. Faculty collaborate across the University community, with healthcare agencies and with similar programs. This work discusses a management framework that early careerists may utilize to better understand individual- and organizational- level prescription misuse costs. This work results from a collaborative effort amongst an HSAD program housed in a business school in Midwestern US state and its University's medical school's behavioral health research center, and a second business school health care management program at an eastern US University. The work proposes a management strategy to understand the direct, indirect, risk-adjusted and future impacts associated with the seen and unseen costs of the opioid



epidemic. This work utilizes the Nationwide Emergency Department Sample to review opioid related visits and associated charge data.

Regulations and Entrepreneurship in the Craft Brewing Industry

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Abstract: Craft brewing is an engine of economic growth and community revitalization in Montana; we currently have the second-highest number of breweries per capita in the US (Hall 2019). However, the industry exists in a regulatory and competitive environment that appears to stifle the industry's full economic capacity. A suite of statewide regulations is designed to limit breweries' ability to brew and sell large volumes of beer, and their ability to sell beer directly to customers. Nevertheless, the number of breweries in the state doubled between 2012 and 2017 (Hall 2019). I have been curious about this apparent paradox since 2008: how and why people decide to open breweries in a state that simultaneously invites and stifles this type of entrepreneurship. This project explores (1) craft brewers' perceptions of the legal regulations on the industry, and (2) the impact these perceptions have on their business decision-making.

Rural Colleges: Creating a Rural Economic Development Ecosystem

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Abstract: Rural colleges are in a unique position to redefine their role within their communities and to bring together local, state, and federal partners to create a rural economic development ecosystem. This developmental paper explores a developmental process framework, as well as the resources needed, to create a self-sustaining economic development ecosystem to support and grow rural communities. In addition, this developmental paper provides a scenario analysis (Fuller-Love, Midmore, Thomas, & Henley, 2006) of a small rural Colorado community.

DEV; HEALTH & WELL-BEING

Room: Kona 4 & 5- Table 12

Chair: Bing Bai

Want to Sleep Well Tonight? An Investigation of Why and For Whom Receiving Help at Work is Linked to Improved Sleep Quality

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Abstract: Although organizational scholars have recently started investigating the influence of sleep in the work context, current knowledge on how sleep quality can be impacted by work activities is scant. Drawing on cognitive-affective processing systems and conservation of resources theory, we propose that receiving help at work generates resources that promote wellbeing, namely sleep quality. The type of help received matters, whether task related or socio-emotional, because each type operates through different cognitive and affective mechanisms to affect sleep. Via a pilot, 10-day ESM-study, we test our multilevel model with 25 employees at a service organization in the southeast United States. Employee's levels of chronic insomnia, a stable resource-depleting



characteristic, influences the strength of the daily links between help received and the mechanisms transmitting effects to sleep quality.

Integrating Healthcare Provider & Patient Safety Culture Antecedents: A Framework to Reduce Adverse Events for Providers & Patients

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Abstract: Thirty years after the publication of the IOM's report, To Err is Human, healthcare organizations continue to struggle to significantly reduce adverse patient safety events. Simultaneously, occupational injuries within the healthcare industry remain among the highest rates of all occupations in the United States. To work and to be cared for in a healthcare facility is unquestionably dangerous to one's health and wellness. The unanswered question remains: how can organizations reduce both these unwanted adverse events? We posit that the integration of the antecedents of patient safety culture with employee safety climate are needed and argue for a single model of behavior pathways that result in potential adverse safety events at both patient and employee levels. This proposed framework provides healthcare organizations with valued direction in developing optimal safety environments that result in reduced adverse safety events for both patients and employees.

Commute Time and Subjective Wellbeing: Implications from the Management Perspective

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Abstract: Although the existing literature has the increasing interest in exploring how commuting would impact wellbeing, less attention has been given to the implications to the management aspect. This study aims to examine the relationship between commute time and Subjective Wellbeing (SWB) and how work related factors and geographic context would influence this relationship. This study extends the results to both absolute commute time and relative commute time, and adds new insights into the connection between commute time and SWB. This study contributes further to the literature by providing managerial implications such that flexibility, supportive and healthy work environment can reduce the increasing social and ecological crisis, instead to foster human and ecological nature and enhance wellbeing.

Mindfulness, Subjective Well-Being and Sustainable Happiness

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Abstract: Rapid change in the modern world has generated negative side effects challenging quality of life and societal sustainability. To make authentic progress toward social and environmental sustainability, our prevailing mindset of prosperity requires a shift to accommodate critical measures such as well-being and happiness (Eisler, 2007). Well-being includes key indicators related to health, environment and social interactions (Wreford, 2012). "Sustainable happiness" (O'Brien, 2010) captures a more holistic view of "happiness that contributes to individual, community or global well-being without exploiting other people, the environment or future generations" (O'Brien, 2016: 1). Sustainable happiness and well-being are critical factors in building a sustainable world (O'Brien, 2012). Mindfulness practice has implications for individual and societal flourishing (O'Brien, 2012) and the shift from individual subjective well-being to sustainable happiness is worthy of closer examination.



Mindfulness, Technostress, and Work-Life Boundaries: Detachment, Voice, and Managing Work-Related Mobile Phone Use After Hours

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Abstract: Our research investigated the role of employees' coping strategies and trait mindfulness in dealing with technostress associated with work-related mobile phone interruptions after work hours. Boundary theory and theories of coping with stress form our theoretical foundation. In a survey of working adults (N=325), we tested the relationship between mindfulness and satisfaction with work-life balance, and two psychological models of employees' coping strategies: emotional coping while at home and voicing concerns or speaking up when on the job. We specifically tested whether psychological detachment from work while at home mediates the relationship between trait mindfulness and employee voice behaviour when at work. Results indicate significant relationships between mindfulness and both supportive and challenging employee voice and problem-based coping. In addition, mindfulness was significantly related to satisfaction with work-family balance, as mediated by psychological detachment.

DEV: SUBVERSIVE CREATIVITY

Room: Kona 4 & 5- Table 13

Chair: Vernita Perkins

Bringing Society Back in to Organizational Culture: Towards a Practice-Driven Institutional Approach

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Abstract: We propose a practice-driven institutional approach to organizational culture which has the potential to reinvigorate the anthropological tradition in management, and broaden scholarship on organizational culture beyond the functional approach focused on how managers can enhance firm performance through norm creation and enforcement. To illustrate our arguments, we present a longitudinal case study of a Chinese private enterprise that was strongly embedded in a community logic when it was founded, but also increasingly affected by a rising market logic. We analyze how the unfolding dynamics of these two logics shaped the formation of political coalitions internally and externally as leaders aimed to maintain truces between the push and pull of logics. Particularly, we find that a combination of compartmentalization and overall integration contributes to the provisional truces, and that people in the same generation and who share geographic socialization are more likely to form allies.

Competition and Cooperation in Capitalist Organizations: Indigenous and Matriarchal Organizations and the Role of Management in the Anthropocene

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Abstract: My research topic concerns the relation between competition and cooperation in capitalist organizations. Once they tend to be patriarchal organizations, I intend to study matriarchal organizations to discuss alternatives to some problems that capitalist organizations usually bring to nowadays societies. In the same vein, I will also bring indigenous epistemology to this discussion considering indigenous organizations as possible



examples of non-capitalist organizations. It will be important to my research that both types of organizations tend to share significant similarities, such as, relation to land/nature, collectivity, social organization without emphasis on competition, etc. This discussion will also be useful to debate the role of Management in nowadays society, which is marked by global issues such as those brought by the Anthropocene. This paper also shows some possibilities of methodological organization of the research proposed.

The Boeing Mass Casualty Disasters: The Worst of Organizational and Human Nature at Work?

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Abstract: After a summer 2019 weekend of death at the hands of mass shooters in El Paso, Texas, and Dayton, Ohio, internet posts suggested that mass shooting death counts were actually becoming competitive. The El Paso mass shooter killed 22. Dayton 9. Thus, the combined death toll in those two back-to-back gun spree was 31. The combined death toll in the recent back-to-back (albeit temporally more removed) Boeing 737MAX crashes in Indonesia and Ethiopia, was 346 -- or over ten times that of the violent summer weekend in the US. The deaths in both intentional mass shootings and accidental corporate mass casualty disasters are horrific, senseless, and foreseeable. This (conceptual) paper will explore the forces in organizations and the humans that manage them that allowed the Boeing tragedy to occur. This focus is intended to be faithful to the first question posited in the WAM Call for Papers: How do we build organizations that build on our best in our human natures?

Subversive Creativity in Organizational Management

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Abstract: Traditional management practices continue to yield organizational cultures with stress, inequitable decision making, environments where harassment and counterproductive workplace behaviors can thrive, unequal pay, secretive communication streams, promotions by cronyism; and are suitable for denying meaningful work environments for working professionals outside privileged access and resources. The intersection of ethical, meaningful management and traditional homogenous, hierarchical, profit-building management calls for reimagining how business organizations can effectively integrate production, goods and services delivery, and wealth creation with the needs of working professionals of all generations to experience meaningful management with an innovative, profit system that can diminish corrupt cultures.

DEV: EDUCATION: CURRICULUM & PRACTICES

Room: Kona 4 & 5- Table 14

Chair: Brett Luthens

An Empirical Investigation of Mental Health and Social Support in Management Doctoral Programs

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Abstract: In cross-disciplinary studies, scholars have made disturbing conclusions about graduate student mental health. Yet, mental health conditions among doctoral students in management remains largely unexplored. In this



study, we survey management doctoral students to determine the prevalence of two common types of mental illness (depression and anxiety), as well as experiences of impostor syndrome and perceived sources of social support. Initial findings suggest that management doctoral students are at greater risk than the general population of experiencing depression, anxiety, and feelings of being an impostor.

Student Well Being and the Role of Arts in Business Education

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Abstract: The objective of this conceptual paper is to deliberate on the topic of integrating poetry and other arts as tools in management education in order to enhance student well-being. Specifically this work discusses how arts can positively impact a student's sense of inclusiveness, resilience, and creativity. With examples from different fields such as medicine this work establishes a sense of urgency for turning to the arts in management education.

Student Retention and Degree Completion: The Moderating Effects of Institutional Factors

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Abstract: Prior studies examining the factors on student retention and degree completion have primarily focused on individual characteristics of students. In this developmental paper, we investigate the impact of institutional factors as well as student characteristics, with particular attention on how institutional factors moderate the impact of student characteristics. Our preliminary results show some interesting patterns that could generate new insight on how to increase student retention and degree completion rate.

Is There a Gap in the Link between Leading Business Research and the Related Pedagogical Outcomes? Closing the Loop on Academic Reflexivity and AACSB Criteria

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Abstract: Colleges of Business are instituting policies and procedures to ensure that students are “learning” in their classes. The term “closing the loop” is becoming commonplace as rubrics designed to assess learning are developed and then compared to measured outcomes. In short, AACSB has mandated the need for assurance of learning processes, and academia in turn has responded. This reflexive learning loop implies efficacy of the process wherein “are they learning what we are teaching them” is posited...but does it really?

The Relationship between Psychological Capital and the Character Strength of Self-Regulation: Implications for Business Students

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Abstract: To date, there has been no empirical evidence assessing the impact that Academic PsyCap, which has been shown to be open for development, may have on the character strengths, which has important implications related to the academic success of business students. This exploratory study has been designed to help begin to fill



this void. Drawing from a sample (N = 128) of business students, the results indicate that Academic PsyCap is a significant predictor of the character strength of self-regulation within undergraduate business students.

DEV: EDUCATION: CURRICULUM & PRACTICES

Room: Kona 4 & 5- Table 15

Chair: Emmeline de Pillis

New Way of Learning

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Abstract: Applications (APPs) developed for smartphones or tablets have been brought to child and adolescence learning especially in elementary, middle, and high school settings. We wonder if there is any difference between kids learning and adult learning in terms of apps teaching since adult learning requires more autonomy and motivations. First, this study is attempted to explore the possibility to utilize developing APPs on college teaching and stimulate student learning at a University level. Second, the acceptance of APPs usage in learning will be explored with demographic factors (e.g., age, gender) and other factors (e.g., technology anxiety) controlled. We expect younger generations will accept APPs learning differently. Last, this study also aims to evaluate the perceived effectiveness and efficiency of implementing APPs for student learning. It's our hope that this study can examine the possibility to utilize APPs learning into a traditional classroom setting and the effectiveness

Measuring and Building Entrepreneurial Mindset in College Students Across Campus

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Abstract: While business schools have offered entrepreneurship education for quite some time, there is growing interest in entrepreneurship curricula in other disciplines. In particular, there are calls to increase the entrepreneurial mindset of engineers so that they become more adept at seeing opportunities to add value to their organizations and to society. In order to effectively develop these programs, we need to better understand the entrepreneurial mindset of students choosing to study in areas outside of business. Additionally, it would be helpful to understand students' mindsets not only as they enter these areas of study, but also how their curricula affect the development of entrepreneurial mindsets over the course of an undergraduate degree program.

A Hammer in Search of a Nail: A Tale of Experiential Learning

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Abstract: In this paper, we present a composite case study that explores trade-offs and tensions in the development and administration of Experiential Learning (EL) programs at broad-access universities. There are four main categories of trade-offs that must be acknowledged and negotiated: (1) quality vs. cost, (2) institutional versus individual goals, (3) institutional aims for the student experience versus students aims from participating in an EL program, and (4) providing 'real-life' experiences vs. protecting vulnerable students from 'real-world' inequalities. The downside of an Experiential Learning program - like any ambitious, under-resourced undertaking -



is that time and effort may be wasted, enmities formed, and little achieved. The upside, however, is that attempting to implement an EL program can force an institution to define its priorities.

Having a Heart of Care for the Lazy Doctoral Student: Delegitimizing Bigotry Born of Racism, Sexism, Classism, Ageism, and Ableism

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Abstract: In this essay I critically analyze the assumption that it is legitimate to be intolerant of 'lazy' doctoral students. Using an opening parody of the hyper masculine norms of academic publishing, I present some basic objections to accounting for race, sex, class, age, and disability when judging doctoral students. I then present personal experiences that help exemplify ways in which racism, sexism, classism, ageism, and ableism are taken for granted in doctoral education. I follow this with specific suggestions for how to reduce the harm to doctoral students facing these particular sorts of situations. I conclude by calling for research regarding the design principles surrounding actions that can help graduate students who seem lazy, but who may simply come from a disadvantaged sociological positionality. The ultimate contribution of this essay is to call for an authentic heart of care for the lazy doctoral student.

Comparison of Perceived Needed Soft Skills of Undergraduate, Non-traditional, Online Business Students to Employers' Desired Soft Skills of Employees

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Abstract: The purpose of this developmental paper is to start the process of a research proposal. The authors recently developed an online Bachelor of Business Administration degree program geared for non-traditional, working adults. To strengthen the program the researchers will be collecting data from undergraduate students and employers from across the nation on the subject of soft skills needed for employability and advancement in business. An initial scan of the literature shows an abundance of studies related to soft skills development at various grade levels, as well as in face-to-face courses and online. However, there is a gap in the literature of the perceived soft skills of employers and non-traditional students enrolled in online program. This research looks to provide insight into the gap between the students and employers.

DEV; EDUCATION: CURRICULUM & PRACTICES

Room: Kona 4 & 5- Table 16

Chair: Mai Trinh

How Do STEM and Non-STEM College Students Compare in Their Attitudes Towards Teamwork and Readiness to Work in Work Teams?

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Abstract: The ability to work in teams is becoming increasingly more important to advance one's career. It is crucial that employees are prepared for collaboration-based work setting and yet college students often exhibit negative attitudes towards teamwork. The aim of this study (n=1042) is to compare perceptions STEM and non-



STEM college students in their attitudes towards teamwork. We also compare students in how they rank teamwork related skills essential in contemporary workplace and whether they believe that they possess these skills. Our findings reveal no statistically significant difference between attitudes towards working in teams between STEM and non-STEM majors.

Student Stress, Burnout, and Wellbeing: Coping in the Classroom

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Abstract: This developmental paper explores the relationship between students' stress at home and wellbeing, emphasizing the role educators play in reducing burnout and helping them cope at school. We hypothesize stress at home will lead to decreased wellbeing by way of burnout. We begin with typical coping and introduce an additional tactic, psychological detachment from home, to moderate the aforementioned relationships. Findings indicate stress at home contributes to burnout among students but psychologically detaching from home can weaken the effects of burnout on wellbeing. Self-reports of coping did not attenuate the relationship between burnout and wellbeing, suggesting students are engaging, perhaps unknowingly, in coping behaviors that are ineffective. Thus, as educators, we are in a position to teach better coping mechanisms and provide an environment that allows students to psychologically disengage from home, even for just the brief time they are in class and improve their wellbeing.

Leveraging Resources from Large Classes as Sources of Experience: Using Principles of Appreciative Inquiry to Facilitate Experiential Learning

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Abstract: Larger class size has often been presented as a characteristic that negatively impacts the experience and engagement of both students and faculty. In contrast, Kolb's experiential learning theory (ELT) looks to enhance student engagement and promote deeper life-long learning in both students and professors. This paper looks to address the apparent incongruencies between ELT and the managing of large class dynamics (LCD) by incorporating Appreciate Inquiry (AI) as both a theory and a methodology that facilitates engagement, encourages active learning, is a practical application, is a process designed to encourage appreciative and critical thinking as well as reflexivity, and encourages inclusion of the diversity encountered in large classrooms, producing deep learning.

Developing High-Quality Relationships in Virtual Teams: An Intervention Facilitating Improved Learning Processes

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Abstract: The changes in technology and the growing ease of virtually interacting with others across remote locations are rapidly altering the way people interrelate with others. However, there is still a lot that is unknown about how high-quality relationships are developed and how shared successes can arise in these virtual mediums and settings. In this paper we outline how a specific intervention designed to increase student interaction in virtual teams in an online class led to students' disparate experiences across the different classroom conditions. Our initial analyses show that our intervention led to higher reported levels of relational capacities, measured as emotional



carrying capacity and tensility, and subjective experiences, measured as positive regard, participation safety, and psychological safety. These preliminary analyses suggest that intentional environmental conditions can be employed to facilitate relationship development in a virtual setting.

An Exploration of Student Norms, Social Identity and Cultural Intelligence in Universities with Professional Schools

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Abstract: Many universities, and specifically Schools of Professional Studies, in the United States have an ethnically, nationally, generationally, and professionally diverse student population. Past education theorists have advocated that university instructors and administrators acknowledge the varying perspectives among their students (e.g., Barrington, 2004). Our proposed project addresses this call by exploring students' social identities and how the norms that influence their behavior vary across these identities. We want to explore the role of cultural intelligence, of both faculty and students, in this process.

DEV: EDUCATION: CURRICULUM & PRACTICES

Room: Kona 4 & 5- Table 17

Chair: Kory Brown

Thinkubator Approach to Solving the Soft Skills Gap

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Abstract: Researchers and employers agree that a soft skills gap exists between what is needed for on-the-job success and what recent college graduates actually bring with them to the workplace. However, not much progress has been made in recent years to narrow that gap. Employers continue to point out that college graduates lack the soft skills required for optimal job performance or even for getting hired in the first place. While higher education doesn't disagree, it's done little to change its curricula from knowledge-based to experiential learning. Soft skills, commonly thought of as interpersonal skills, include the ability to effectively assess, analyze, and solve problems using creative and novel approaches. With the advancements in technology and global perspective, is it possible this Thinkubator approach could be incorporated in the classroom, providing college students the opportunity to hone application of soft skills in simulated workplace decision-making.

The Mindset Match Behind Effective Management Instruction

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Abstract: As management educators, our own psychology affects how we define our roles and interact with our students, which in turn affects student experiences and learning outcomes. Research on mindsets - the assumptions individuals make about their own intelligence and abilities (Dweck, 2006), has identified a variety of positive personal and organizational consequences of growth (as opposed to fixed) mindsets. In this developmental paper, we propose two studies employing different methods to explore how mindsets impact the effectiveness and behavioral practices of management instructors. In our first study, we plan to explore



relationships between mindsets (of both instructors and students) and teaching effectiveness. In our second study, we plan to use semi-structured interviews to explore the behavioral practices of highly effective management instructors and understand the role of mindsets in these practices. We conclude by suggesting how our findings might inform management pedagogy

Flipping the Curriculum to Explore Discipline Integration with a First-Year Keystone Course

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Abstract: Seeking to improve first-year business students' understanding of discipline connections and integration, this research proposal explores the impact of an introductory keystone business course that leverages integrative projects, such as a business strategy simulation and a concurrently run entrepreneurship assignment, that are traditionally reserved for much later in a business education curriculum. Our proposal inverts Bloom's Revised Taxonomy to explore creation, evaluation, and analysis prior to exposing students to significant discipline-specific knowledge with the aim of improving students' line of sight. We propose a program of research to explore students' cross-disciplinary knowledge and motivation after taking the proposed first-year keystone course, as well as proximal student outcomes such as retention and graduation rates.

Sport Management in the Colleges and Schools of Business: A New and Future History

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Abstract: The present study seeks to examine the alternative and new history of business schools in the United States with respect to the incorporation of sport management as a program. Within we seek to recognize the impact of historical figures from the sport industry and significant markers of legitimacy (e.g., academic/professional scholarly societies, journals of sport management, and degree specializations) that may have been overlooked in the conventional historical narrative. Overall, we are interested in why and how those events emerged and if these events have influenced the decision to create or adopt existing sport management programs in colleges of business. Further, we aim to understand differences and similarities between various undergraduate and graduate programs for those institutions that might consider adopting or creating their own sport management program. Finally, we seek to offer practical advice on how to successfully integrate sport management faculty and programs.

DEV: JOB SATISFACTION, PERFORMANCE & CROSS CULTURAL ISSUES

Room: Waikoloa 2- Table 18

Chair: Eric Lamm

Employee Performance Appraisal Formalization and Change in SME Employee Intentions to Quit

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Abstract: This study examines the influence of employee performance appraisal (PA) formalization on changes in small to medium sized enterprise (SME) employee intentions to quit (ITQ). Specifically, this study builds upon



extant research on human resource management within SMEs, employee performance appraisals, and social exchange theory (SET) to consider the influence of PA procedural justice, changes in trust in leadership (TIL), and organizational commitment (OC) arising from PA formalization in effecting change in SME employee ITQ. Results of this study suggest that the formalization of PA reduce SME employee ITQ. Consistent with social exchange theory, study results also suggest that employee perceptions of PA procedural justice, change in TIL, and change in OC are negatively related to ITQ. Finally, study results suggest that change in TIL mediates the effect of PA procedural justice on ITQ.

Does Human Capital Pay? The Influence of CEO Human Capital and Employee Human Capital on CEO Bonus Earnings

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Abstract: Strategic human capital scholars have long claimed that human capital of both CEOs and employees in the organization will increase the performance of the firm. Surprisingly, human capital perspectives have been largely ignored in the CEO bonus literature. In this paper, we suggest that both CEO human capital and employee human capital as well as the interaction between the two can help to explain the CEO's ability to earn potential bonuses. Our findings suggest that this perspective sheds light beyond that of the agency perspective that is commonly used to explain CEO response to incentive pay systems.

Seriously? That is What Motivates Millennials? A Comparison of What Motivates Young Workers Across Two Generations

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Abstract: This study challenges conventional understanding of what motivates the youngest members of the workforce by empirically testing what factors most motivated Millennials in comparison to Generation Xers when they were of the same age. In a cross-lagged design, newly collected data in 2016 was compared with archival data from 1995 using the same instrument. Results supported our hypotheses that Millennials place less value on commitment and growth within their organizations, and place greater value on working conditions as work motivators. However, contrary to expectations, good wages remained the top motivation factor. We discuss implications for research on generational differences, motivation, and careers as well as for practicing organizational leaders and human resource managers.

"Have You Heard How Challenging My Job Is?": The Perception of Job Expectations Within a Tournament Theory Context

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Abstract: While previous scholars have examined the work experiences and subsequent impact on college sport employees, we know little in this industry about the effect of competition and the pyramid-type organizational structure on employees working within this high-demand career. Tournament theory provides a way to understand a variety of issues surrounding organizations and careers that have competitive elements and/or structures. This study utilizes tournament theory to examine the work demands and experiences of front-office sport employees. The study's sample consisted of 4,324 athletic department employees who completed the



quantitative portion of the survey, of which 1,723 participants provided qualitative data stemming from their work experience and athletic department environment. Analysis is still ongoing but noticeable themes include established culture of expectations, willingness to sacrifice, hours/schedule, pressure/demands, constant increase, and lack of boundaries, among others.

DEV: JOB SATISFACTION, PERFORMANCE & CROSS CULTURAL ISSUES

Room: Waikoloa 2- Table 19

Chair: James Guthrie

Employee Development: A Double-Edged Sword or a Facilitator of Work-life Balance?

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Abstract: As organizations invest in developing their employees, are they more likely to leave? As employment becomes more short-term and transactional, it is important for organizations to determine how they may cultivate and grow talent, while also tethering employees to the organization so as to reap the benefits of their investment. In this paper we examine whether employee investment actually ties employees to the organization because it provides work-life benefits.

When the "Us" Matters in Dyadic Work: How Task Interdependence and Relationship Quality Interact to Influence Relational Attribution Processes

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Abstract: Moving beyond the internal versus external attribution categorization, Eberly et al. proposed (2011) and later demonstrated (2017) that individuals also make attributions to a relationship when such relationship matters for task completion. This paper contributes to the relational attribution literature by examining its antecedents. Specifically, it examines the joint influence of task interdependence and relationship quality on the formation of relational attributions when two partners work together on a task. Using a sample of undergraduate students who were assigned to collaborate with a partner on a course assignment, we found that task interdependence is more strongly related to relational attributions when the quality of the relationship with the partner is higher and that there is an indirect effect on relational improvement behaviors via relational attributions. We also present post-hoc analyses and discuss the implications of our work for future research.

Navigating Rough Waters: Collective Employee Satisfaction and Organizational Performance in the Context of the Great Recession

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Abstract: Drawing upon the tenets of the RBV and dynamic capabilities perspectives, we examine the potential role of collective attitudes as valuable firm resources during the time of a major macro-economic shock. Specifically, we delineate the performance effects associated with varying levels of collective employee satisfaction (CES) during the onset and recovery from the Great Recession. Using a sample of 2,079 publicly traded firms across 64 industries and random coefficient growth models (RCGMs), we find that during this time of economic stress,



firms with higher levels of CES experience higher levels of productivity growth and, in turn, greater profitability. We discuss the implications of our findings for both theory and practice.

A Framework of Social Media Congruence

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Abstract: Organizations are increasingly seeking talented employees to support burgeoning social media marketing strategies. To perform social media related duties, organizations may seek to hire employees with related experience and an active personal social media presence. In contrast to this changing demand, the prevailing guidelines suggest applicants minimize their social media activity altogether (Black, Stone, & Johnson, 2016). This manuscript proposes a Social Media Engagement Framework consisting of dimensions of employee privacy expectations and organizations' social media orientation.

DEV: JOB SATISFACTION, PERFORMANCE & CROSS CULTURAL ISSUES

Room: Waikoloa 2- Table 20

Chair: Aysegul Karaeminogullari

Intimate Partner Violence, Social Support, and Job Performance

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Abstract: Intimate Partner Violence, or IPV (domestic violence between intimate partners) is an extreme form of Work-Family Conflict that takes place in the home domain and can interfere with work. There is significant research on IPV and various psychological factors such as anxiety and depression. However, IPV can result in a myriad of work outcomes but few have been researched. Using work/family border theory, this study explores the effects of IPV at the work-family interface. This proposal focuses on three possible factors that link IPV to the workplace: family interference with work, job performance, and social support. I propose IPV will be negatively related to job performance, FIW will mediate this relationship, and social support, in the form of Family Supportive Supervisor Behaviors, will attenuate the negative effects on job performance. Additional factors to explore include positive work behaviors (e.g., prosocial behaviors, organizational citizenship) that IPV victims may exhibit.

Tearing Down the Wall: Evidence that Trailing Spouse's Parent-Teacher Relationships Impact Expatriate Assignment Success

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Abstract: It is not uncommon for a trailing spouse satisfaction to impact expat assignments success. In the case when trailing spouses have primary responsibility for managing children's school related activities, existing research focuses on pre-assignment training such as cross-cultural adjustment for the trailing spouse and children. We hypothesized the personal relationship between the trailing spouse and the children's teachers as a significant factor in overall expat assignment success. Using semi-structured interviews and a phenomenological inquiry approach, we found a positive returns on assignment performance due to strong parent-teacher relationships via the trailing spouse. Our findings indicate that a parent and teacher's co-willingness to connect on a personal level,



and forging strong emotional relationships, enhance both development of the child, trailing spouse satisfaction, and expat assignment success in terms of the assignee's satisfaction with the international assignment.

The Role of Intrinsic Motivation in Daily Job Satisfaction

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Abstract: In today's evolving workforce, where self-determined work is central to people's identity (De Broeck, Dries & Tierens, 2018), job satisfaction is critical for retention in organizations. Using daily diary methodology, this paper explores the roles of daily reflection on global job satisfaction, and intrinsic motivation on daily job satisfaction. As part of a larger study of daily life, the present paper reports on forty participants who engaged in a 10-day diary study. Quantitative and qualitative analyses reveal that both daily and global job satisfaction are positively impacted by intrinsic motivation. Additionally, individuals seem to have a clear understanding of their general work satisfaction, as daily reflection has no effect on global job satisfaction. These findings suggest that intrinsic motivation has a greater impact on one's job satisfaction than other daily experiences and daily reflection. These findings promote the utility of intrinsic work motivation in boosting job satisfaction.

You Reap What You Sow: The Impact of Commitment-Based Human Resource Practices on Overqualified Employees

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Abstract: Overqualification is a unique type of person-job misfit which addresses a job status where individuals possess more experience, knowledge, skills, abilities, and/or education that their job requires. Although overqualified employees are potentially high performers, some evidence suggests that they may have negative work attitudes, withhold their high potentials, and withdraw themselves from the social texture of their organization. The purpose of this study is to develop and test a theory of how human resource practices affect the work related attitudes of overqualified employees. More specifically the research is designed to examine how commitment-based human resource practices can leverage off overqualified employees. In doing so, this study attempts to examine a proactive organizational approach to managing a misfit group of employees with a high performance potential.

DEV: CSR & SOCIAL IMPACT

Room: Waikoloa 2- Table 21

Chair: Stelios Zyglidopoulos

Towards Measuring the Impact of Corporate Social Responsibility on Society: A Preliminary Research Agenda

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Abstract: In this paper, we are untangling the links between CSR and areas of social change. More specifically, we are mapping the social outcomes (i.e. immediate, intermediate or long-term changes in attitudes, values, behaviours or conditions that occur between a baseline and subsequent points of measurement) created by CSR activities so as to better understand their impact on society. While much effort has been spent on measuring social



progress, a framework of outcomes onto which companies can map their CSR impact has not coalesced in practice. Companies, thus, have no easy way to measure the impact of their CSR activities on society.

The Moderating Effect of CSR Attributions on Organizational Justice Outcomes

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Abstract: Building on individual level CSR motivations and normative stakeholder theory, employee CSR attributions are proposed to moderate the relationship between organizational justice and member outcomes. As employees attribute CSR motivations to various stakeholder relationships through specific justice-related schema, different personal outcomes and concerns become more or less salient. Specifically, we use three CSR attributions of strategic, relational, and virtuous. We propose that strategic attributions will cause personal outcomes to become more central for employees, relational attributions will cause employees to be more focused on intra-organizational personal relationships, and virtuous attributions will cause employees to be more concerned with the greater good.

How National Culture and Trust Shape the CSR and Earnings Management Relationship

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Abstract: Previous research on Corporate Social Responsibility (CSR) and Earnings Management has found mixed results. In this research proposal, we examine the influence of CSR on Earnings Management and argue that this influence is context specific. Using a sample of 65,927 firm-year observations from 36 countries, we propose that CSR's effects on earnings management is reinforced or attenuated by the external institutions, such as societal trust, and the national culture dimensions of collectivism and uncertainty avoidance. Our study contributes to the literature on CSR, earnings management, and national institutions by integrating stakeholder theory and institutional theory to provide a contextualized understanding of how firms' tendencies towards CSR affect their earnings management behavior. Importantly, we demonstrate that firm level relationships do not function in isolation but are reinforced or attenuated by informal institutions at the country level.

A Performance Model of Social Entrepreneurship: Linking Organizational Commitment, Empowerment, and Teamwork

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Abstract: Social entrepreneurship is a relatively new phenomenon that intends to level social and economic inequalities and create social impact. Literature on the success factors of social entrepreneurship is mainly conceptual, and often focuses on the entrepreneur's motivations or the entrepreneurial ecosystem. This oftentimes neglects the role of organizational behavior and human resource factors. This study will bridge this gap by conducting empirical research that analyzes the relationship between social entrepreneurship and embedded organizational practices, such as empowerment and teamwork, with organizational commitment and organizational performance. Data will be collected through questionnaires and analyzed using Structural Equation Modeling.



DEV: NGO/ NOT FOR PROFIT

Room: Waikoloa 2- Table 22

Chair: Shane Sullivan

Perceived Organizational Support, Organizational Commitment, and Well-Being Among Refugees in Organizations

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Abstract: The increase of refugees in the past years has encouraged scholars from various streams of management to start including refugees into their research agenda. Since this is a nascent field, most studies are still anecdotal or with a small sample and with few exceptions (e.g., Newman et al. 2018), large scale studies employing quantitative methods are rare. The aim of this quantitative study to examine the influence of perceived organizational support (POS) on individual outcomes, such as adjustment to the country, refugees' well-being, refugees' job performance, and organizational commitment. The study will take place in Germany, which has a high number of refugees. Specific research questions are discussed.

Fear and Entrepreneurial Psychology in an NGO Program

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Abstract: Non-governmental organizations make up a vast network of international organizations aimed at improving outcomes for millions of people worldwide. However, there are few first-hand analyses aimed at determining the efficacy of the outcomes that these organizations desire to achieve. In an analysis of an NGO whose purpose is to educate entrepreneurs to help them succeed, it was found that psychological variables played a significant role in entrepreneurial success. In an analysis done in Mexico, the typical fears of losing financial standing as well as the possibility of business failure were present and motivating. Yet, we find that teaching in technical areas often overlooked in such training, such as financial accounting, are helpful not only because the participants are able to better assess their companies, but because of the fear and uncertainty reduction such knowledge gives. We find that the skills that give entrepreneurs competitive advantage can lead to greater profits, but that it may be their psychological benefits of confidence and surety in the marketplace that are their greatest result.

International Charity: Success, Failure, and Problems among Non-Profit Organizations

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Abstract: The implementation of charity and NGO efforts throughout the world are often limited by issues common to businesses small and large. This paper explores four of these issues which include difficulties with the business structure, redundancy of operations, sustainability, and being outcomes focused in the long term. Solutions to each are also considered.



Accepting Tainted Funds: The Especially Difficult Case of Charitable Non-Profits

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Abstract: Non-profits are attracting substantial negative attention for decisions to accept money from donors accused of wrongdoing. The challenge of deciding under what conditions to accept donated resources fits into a general class of ethical problems related to the lengths economic actors should go to maintain morally clean hands. I describe the unique features of non-profit organizations that make this case particularly vexing and provide a preliminary framework by which non-profits can evaluate donations. I argue that donations that violate the Wrongful Benefit Principle should be rejected on the basis that to accept would be intrinsically wrong. Other donations should be evaluated based on the Logic of Double Effect.

Who Am I and How Do I Behave? Exploring Role Interactions for Hybrid Entrepreneurs During Entrepreneurial Identity Development

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Abstract: This paper will conceptually explore and explain how entrepreneurial identity develops in conjunction with staged career transitions from wage-employment to entrepreneurship.

DEV: CAREERS

Room: Waikoloa 2- Table 23

Chair: Joo Young Lee

Helping Others to Help Myself: Performing Organizational Citizenship Behaviors to Gain Organizational Power

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Abstract: Researchers have traditionally conceptualized organizational citizenship behavior (OCB) as extra-role activities performed by selfless employees. Using resource dependence theory as a framework, we develop a conceptual model with a series of testable propositions to argue employees may be motivated to perform OCBs to increase organizational power. As such, although employees may not be directly compensated, they may have underlying motives that are not nearly as selfless as assumed. We answer the call by researchers for a more balanced view of OCBs by proposing a model that adds to the growing literature examining the dark side of OCBs and suggest ways that the dimensions of OCBs can increase organizational power. We also incorporate three key moderators' desire to acquire power, task criticality, and transaction alternatives, and adapt slack resources to the individual-level.



A Short Term Cost, Yet a Long Term Value: The Relationship Between Beliefs About Accepting Coworker Help and Long Term Objective Career Outcomes

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Abstract: Recent research has found employees who are more reluctant to accept assistance tend to experience worse short term subjective work outcomes. Nonetheless, the question still remains if employee's reservations to accept coworkers' help lead to better objective career outcomes that span across longer time periods. Indeed, employees may benefit long term from avoiding some interpersonal helping interactions because they can allocate more of their personal resources, such as time, towards work tasks will lead to better long term career outcomes. Thus, the present research examines if the negative beliefs employees have about accepting help from coworkers (NBACH) is positively related to objective career outcomes over the span of three years. We found that employees with more NBACH are more likely to earn better objective career outcomes such as being promoted faster and receiving more bonuses than employees endorsing less NBACH. Implications and future research directions are discussed.

Career Crafting: Scale Development

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Abstract: We present career crafting as a construct describing the proactive behaviors people use to craft their career paths. This session will cover the initial scale development, exploratory factor analysis, and confirmatory factor analysis of the Career Crafting Questionnaire, a scale developed to measure career crafting behaviors.

Multiplexity of Entrepreneurial Identity and Entrepreneurial Teams: Micro-Foundations in Fostering Entrepreneurial Innovation

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Abstract: How does the founder's identity influence their teams in fostering entrepreneurial innovation? By juxtaposing ambidexterity literature and the micro-foundational perspective, our study explores the existing of multiplexity of entrepreneurial identities and its impact on their teams in fostering entrepreneurial innovation. Our study reveals that entrepreneurs navigate through multiple identities and conceptualize hybrid identity as the co-existence of non-entrepreneurial identity and entrepreneurial identity. This paper identifies three tensions, namely corporate vs. entrepreneur, pre-founding vs. post-founding, and specialist vs. generalist. Through qualitative multiple case studies, our analysis elucidates how different types of identity map onto specific exploration and exploitation activities of teams thereby potentially generating tensions that can foster entrepreneurial innovation.



DEV: ENTREPRENEURIAL PASSION, COMMITMENT & LOGICS

Room: Waikoloa 2- Table 24

Chair: Brandon Soltwisch

Entrepreneurs' Signaling Strategies Via Social Media: Impact on Business Growth Expectations in Resource-Constrained Environments

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Abstract: Understanding the impact of entrepreneurs' social media use in base-of-the-pyramid settings is important due to greater difficulty for these entrepreneurs to access financial and other resources that facilitate business growth. We examine 262 Brazilian micro-firms from low-income neighborhoods with novel longitudinal quantitative data. We find that entrepreneurs' use of Facebook and frequency of use positively influence business growth expectations, and use of Instagram positively influences subsequent profits. However, entrepreneurs' perception of social vulnerability and their business location in the poorest areas moderate the effect of social media use on business growth expectations and profits.

Digital Entrepreneurial Logic: New Institutional Logics in the Era of Digitization

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Abstract: Digitization has revolutionized the nature of entrepreneurship. The widespread diffusion of information and communication technologies, digital platforms, and the interactive nature of Web 2.0 have spurred innovation in digital business. This has disrupted and eroded the dominant logics once instrumental for the non-digital era. Digital firms have to deal with new realities and logics. Yet much is unknown about how digitization affects these logics. This paper takes an institutional logics perspective to understanding digital entrepreneurship and proposes that sources of legitimacy, authority and identity, basis of norms, attention and strategy, informal control mechanisms and economic systems are based on aspects of Market, Corporation and Community Logics. These three ideal-type logics blend to form a new 'Digital Entrepreneurial Logic'. Our meta-theoretical level analysis is a stepping-stone for further insights into microfoundations of institutional logics arising from digitization.

The Role of Military Experience on the Relationships between Entrepreneurial Interest, Entrepreneurial Self-Efficacy, and Entrepreneurial Intentions

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Abstract: This study uses cognitive theory to determine if military experience plays an influential role in developing entrepreneurial intentions by influencing the development of entrepreneurial self-efficacy. The results suggest that veterans leverage their military experience to enhance their perceived ability to accomplish tasks typically associated with launching a new business' entrepreneurial self-efficacy. These findings offer direction for veteran advocacy organizations, educators, policy makers and other stakeholders that provide business startup assistance to former service members. Guidance on the types of training, educational opportunities, and other programs are certainly needed to facilitate the transition from military life to a successful career in entrepreneurship for the roughly 200,000 members of the U.S. armed forces discharged every year.



Decision Making in Business Start-ups: Maximizing, Satisficing, and Innovation

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Abstract: Angel investors and venture capitalists often analyze the characteristics of the entrepreneur or entrepreneurial team when making investment decisions (Herron & Robinson, 1993). Research suggests that entrepreneurs may exhibit general trends in personality traits. For example, they are more inclined to be risk takers and apply an individualistic approach toward the work environment (McGrath & Scheinberg, 1992). Entrepreneurs are very passionate about their work and prefer to take action rather than be complacent (Cardon, Wincent, Singh, and Drnovsek, 2009). Although researchers have identified key personality traits associated with entrepreneurs, there have not been any studies investigating how maximizing and satisficing decision-making styles impact entrepreneurship. Therefore, the purpose of this study is to better understand the connection between decision making styles (maximizing or satisficing), innovation behavior, and entrepreneurial orientation and intent.

Young at Heart: The Effects of Subjective Age and Temporal Focus on Entrepreneurial Intention

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Abstract: Aging and its implication for economies and societies have received a lot of attention from public policymakers and researchers alike. While the traditional perception is that entrepreneurship is a young person's endeavor, almost a third of adults between the ages of 50 and 80 are self-employed. This segment is largely an overlooked and undervalued resource. It is of paramount importance to understand more closely the senior members of our society, who may feel capable of and be interested in becoming entrepreneurs. Since entrepreneurial intention precedes entrepreneurial activity and individuals experience time differently, we examine time-based antecedents of entrepreneurial intentions, more specifically, how perceptual measures of age and time impact entrepreneurial intentions. We propose a theoretical model and research methods to test our model empirically. We hope the results of this study can inform entrepreneurship research as well as public policy programs.

DEV: SME – CRAFTING & KNOWLEDGE INNOVATION

Room: Kohala 1- Table 25

Chair: Max Ganzin

Religion and Family Business: Does Country Matter?

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Abstract: Religion, spirituality, and the cultural values that emanate from religion play an important role in the strategic decision-making in firms. This role of religion may be particularly important in family firms as religion is often not only embedded in the operations of the firm but can be a driving force for family leader behavior and planning especially as family firms have non-economic goals. In this paper, we explore the role of three different religions in three different countries via case study methodology to understand how national contexts and religion may impact family firms' decision-making in business operations and planning.



Seeking Innovation: A Typology of Knowledge Search Strategy Of SMEs

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Abstract: Innovation has become imperative for business firms to survive and prosper in today's dynamic market environment. Thus, searching for knowledge as a source of innovation is of critical importance for businesses. While firms' search for new knowledge has gained much attention and has been investigated mostly for large enterprises, there is a lack of empirical research to examine knowledge search strategy by small and medium enterprises (SMEs). This study seeks to fill this gap in the innovation literature by examining differences in knowledge search strategy by SMEs.

Future Oriented Sensemaking in Craft-Based Firms: Resilience Through Authenticity

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Abstract: Through this study of entrepreneurial and family-owned craft-based firms we seek to understand how craft-based firms occupying the niche of bespoke tailoring remain resilient in the face of an extreme challenge of competing within industries dominated by modernized technology as well as how craft-based firms project the optimistic futures that keep them going. We found that commitment to authenticity in the way bespoke tailors construct garments and conduct business overall, including marketing endeavors and customer relations, contribute strongly to resilience and strategies for long-term survival. A tailors' commitment to craftsmanship and artistic expression helps them inspire the confidence of external stakeholders. Tailors believe that they need to preserve the craft and share the ideas and aesthetic appeal that their craft brings with the connoisseurs and larger community of style-concerned customers.

Multidimensional Value Visualized by CUBE Framework: An Application to Renewable Energies

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Abstract: The phenomenon of value plays one of the central roles in entrepreneurship and management research. However, the subjectivity of value and its process orientation represent the major challenges for practical mapping of value creation and appropriation. This work aims to advance the understanding of value and visualize managerial choices regarding adoption of renewable energies and sustainability. Specifically, I suggest a framework called CUBE that maps alternative perceptions of value at different levels, like anchors in a three-dimensional space. Theoretically, this work is grounded in the literature on framing, sensemaking, and perspective-taking. With this work, I aim to bridge the gap and introduce a visual solution to systematically chart the creation and transfer of value within and outside of organizations.



DEV: TEAM'S WORK

Room: Kohala 1- Table 26

Chair: Elizabeth Goryunova

The Antecedents and Consequences of Team Engagement: A Field Study of Audit Teams

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Abstract: The issues associated with the engagement level of individual employees has been well-documented over the past two decades. However, as more organizations become team-centric, the engagement of teams will become as, if not more, important than the engagement of individuals. In this paper, we use an input-process-outcome model to investigate the antecedents and consequences of team engagement. Specifically, we propose that leadership behaviors are the primary driver of team engagement. We view the full range of leadership behaviors as the input to team engagement which then acts as mediating process that leads to important performance outcomes. The model developed here was examined in a field study of audit teams. The results provide an understanding of the behavioral factors and team characteristics that impact performance of a knowledge-based team-centric organization at the team-level unit of analysis. The implications for practice and future research directions are also identified.

The Role of Character Strength Profiles in Entrepreneurship Research: Exciting New Directions

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Abstract: Our paper introduces the concept of occupation-specific signature character strength profiles to the entrepreneurship literature. We suggest that the optimal signature strength profile for entrepreneurs includes curiosity, hope, industry, self-regulation and zest. In this effort, we differentiate character strengths from personality and address the implications of personality research and recent work on the dark side of personality to character strength profiles. We then discuss the importance of both individual and collective character to entrepreneurial teams given the inherently novel, dynamic and risky environments in which they operate. We conclude with promising future pedagogical and research directions suggesting that simultaneously considering individual and team-level character may provide a valuable 'missing link' in understanding the currently uneven body of work on entrepreneurship and entrepreneurial team diversity.

Unpacking Complexity: Seven Operational Characteristics of Complex Problems

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Abstract: Complex problem is commonly defined as a problem without an apparent solution, a multi-faceted problem that requires deep and ongoing commitment. It might also be an ambiguous or ill-defined problem. Complex problem solving is hypothesized across various research domains as a function of an individual. In this paper we argue that current conceptualization of complex problem solving (CPS) is inadequate. Using a thick description of a routine search and rescue incident observed by one of the authors as an example of a real CPS that falls outside the common definitions, we unpack the search and rescue process and propose seven operational aspects of CPS. We discuss the implications of this study for teams and organizations' leadership



It May Take a Village, But How Do You Lead It? Team Leadership, Personality, and Role Performance

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Abstract: Working in teams has become a common and important component of organizational life prompting researchers to develop and explore the possibilities that team oriented work can present. One factor that can differentiate high from low performing groups is the quality of leadership present in the group. Responding to criticism that the extant literature on dyadic leadership may not translate to teams because of questions surrounding isomorphism versus discontinuity, a new literature surrounding team leadership (defined as satisfying team needs to enhance team effectiveness) has emerged. Teams can be characterized as focused on goal achievement in episodic cycles consisting of a transition and an action phase. The focus of this paper is to look at the team leadership-team outcomes relationship and the potential moderating factors personality may have on each of the episodic phases.

DEV: TECHNOLOGY

Room: Kohala 1- Table 27

Chair: Renate Kratochvil

Female High-Growth Ventures and the Demand for Business Accelerators Services

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Abstract: Business accelerators facilitate new venture creation. We use the resource-based view and market failure business incubation perspectives to develop models of high growth women-led ventures' demand for business accelerator services. Drawing upon a database of 2,000 U.S. entrepreneurs, we found that women leading high growth ventures value access to potential investors or funders more than women leading slow growth ventures and men. They also give higher priority to formal networking benefits, matching in this respect their male counterparts. In general, female entrepreneurs place greater value on knowledge transfer benefits than men.

Going Back to Nature in a Digital World: Towards Development of a Conceptual Model for eWineTourism Management

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Abstract: This research study introduces a definition for eWineTourism (eWT) and a conceptual model for eWineTourism Management. In a digital world, some consumers desire to visit natural settings, such as vineyards in order to enjoy nature, taste food and wine, and relax. In order to do this, many tourists consult online services to research and book experiences. The purpose of this study is explore the various methods winery management is using to attract consumers and to interact with them online. Based on these elements, the key contributions of this study are the introduction of an eWT definition, development of a conceptual model for eWT Management, and opportunities for future research.



Innovation Strategy, R&D Engagement and Patents: A New Zealand Study of Contextual Factors

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Abstract: Some New Zealand (NZ) firms have achieved success through innovation, despite the national research and development (R&D) expenditures being low. We examine firm's innovation differentiation strategy (IDS) to innovation (patent applications and patent success), with R&D engagement as a mediator. While Māori (representing the indigenous people of NZ) have grown in terms of their economic strength, but little is known about Māori firms and we include this as a moderator along with competitive rivalry. Using the Resource Based View and open innovation theories to understand the links to innovation, we test relationships on 302 NZ private sector firms using two-wave data and ultimately test a moderated moderated mediation model. We find IDS influences R&D engagement and patents, but the effects on patents are fully mediated by R&D engagement. A significant three-way interaction towards patent applications, highlights distinct contextual factor effects, which we discuss.

Strategizing Across Boundaries? A Process Study of Creating a Digital Strategy

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Abstract: In this study we look at a multi-organizational collaboration aiming at creating a digital strategy. We ask how different groups of practitioners both inside and beyond the organization manage openness, who these groups of practitioners are and how they contribute towards the creation of a (digital) strategy. In order to answer this question, we are in the process of collecting qualitative data from an open digital strategy creation process, where the top management includes both internal and external engineers and strategists. The aim of this study is to provide a contribution to the theory of open strategy by describing an open digital strategy process between insider and outsider practitioners.

Manufacturing Technology Flexibility, Customer Satisfaction, and Firm Competitiveness

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Abstract: The present study delineates the role of operational absorptive capacity for customer satisfaction and firm performance in manufacturing settings, both as an antecedent of firm performance, and a moderator that moderates the influence of the interaction of flexible manufacturing competence and flexible manufacturing capability on customer satisfaction and eventually on firm performance. This session will help scholars understand and appreciate the tremendous value of technology flexibility and that firm competitiveness and organizational performance is a multifaceted business phenomenon, and that it can expected to be explained by a set of mutually reinforcing causal factors that might not operate in isolation from one another (differentially in terms of human, structural and relational being segregated wholly). Adopting a configurationalist approach where the integrity of complex causal conditions can be preserved, perhaps, can predict firm competitiveness.



DEV: FIRMS ANALYSIS AND ALLIANCES

Room: Kohala 1- Table 28

Chair: David Cavazos

Too Powerful? The Impact of a Firm Power on Benefits from a Firm CPA

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Abstract: While corporate political activity (CPA) researchers universally acknowledge the dyadic nature of the exchange in the political market for influence between firms and policy suppliers, they largely overlook the need of policy suppliers to manage their dependence or power in this exchange. We draw from research on power to suggest that like firms that manage their dependence on their environment, policy suppliers seek to maximize the aggregate power benefits they receive from the market for political influence. Thus, a focal firm and its competition in the non-market arena benefit differently from their CPA activities depending on the two dimensions of power ? power imbalance and mutual dependence. We argue that power imbalance and mutual dependence have a diametrically opposed influence on benefits from CPA for a focal firm and competition and are important in understanding when and how firms benefit from CPA.

How Much Does Stakeholder Management Boost Firm Performance?

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Abstract: Previous studies have explored how stakeholder management positively impacts corporate financial performance. These studies use an aggregated variable to broadly measure stakeholder management, rather than isolate the effects of individual stakeholder categories such as employee relations, customer/product issues, community and environmental concerns etc. Extending the firm-stakeholder relations literature and instrumental stakeholder theory, this paper examines the separate effects and relative influence of single stakeholder management dimensions in accounting for firm performance. By decomposing the relative importance of each stakeholder dimension vis-à-vis traditional business strategies, our findings suggest that managers should prioritize their engagement in addressing stakeholder issues in strategic decision making process, since not all stakeholder management components equally benefit firm performance in term of both short-term profitability and long-term shareholder value.

The Temporal Dynamics of Attribute-Based Firm Reputation: Examining Short-Term and Long-Term Reputation in the US Automobile Industry

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Abstract: We examine the implications of short-term and long-term reputation on stakeholder responses to firm product defects. We test our assertions by examining 17,879 product recalls from 15 automobile manufacturers in the U.S automobile industry from 1966 to 2010. Findings suggest that divergences in short-term and long-term reputation have specific effects on stakeholder expectations for future firm performance. The effects vary depending on firm long-term firm reputation; as results show that lower reputation firms benefit more from short-term reputation gains while higher reputation firms are less affected by short-term reputation losses.



The Rise of Vietnamese Firms: A Strategic Profile of Vingroup

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Abstract: This investigation intends to determine the future success of Vingroup and its contribution to Vietnam's economic success. Specifically, we want to determine whether the dynamic growth of Vingroup can lead to a successful and sustainable global competitive advantage and lead it to position itself as an economic power to support Vietnam's national economic growth. Preliminary results shown in a four-year trend analysis ending in 2018 indicate that the firm is financially stable, going concern, and solvent. Accordingly, we can infer that due to its current dynamic growth and financial success, Vingroup is meeting and exceeding its long-term objectives. However, the company's aspiration to become a global-competitive leader is challenged by the lack of an effective CSR program implementation and ineffective leadership, which causes additional challenges in retaining quality employees.

DEV: FIRMS ANALYSIS AND ALLIANCES

Room: Kohala 1- Table 29

Chair: Chistopher Bradshaw

The Transfer of Productive Dispositions from Firms to Entrepreneurs

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Abstract: Do employees inherit productive dispositions from former firms when starting their own ventures? Past research has empirically demonstrated that firm's qualities influence such things as employee founding rates, and that employees take technical know-how when starting their own firms (spin-offs), but the inheritance of organizational culture is merely assumed. Particularly, it has not been investigated whether employees inherit non-technical traits (habits, dispositions, or attitudes) which may aid (or hurt) productivity, and whether these traits go on to make them more or less successful entrepreneurs. In this paper, I propose an investigation of this effect on entrepreneurs using a large administrative dataset that provides visibility into the qualities of both entrepreneurs and the firms they hail from.

Coopetition in Open-source, Multi-party Arrangements: Extending the Understanding of Balancing Cooperation and Competition

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Abstract: Coopetition has become an increasingly important concept for framing firm-level activities. Our developmental theory paper will extend the literature on co-opetition in three ways. First, we examine what happens when firms have not just one prior tie or even two or three, but many times that. Are the motives for or the benefits of each additional tie consistent? Do new motives or benefits emerge? Second, we consider the dynamics of co-opetition in an open-source context. While the traditional co-opetition model highlights the need for firms to first cooperate to create joint value and then to compete in capturing private value, how do the co-opetitive dynamics change when the value created will be shared with all members and even non-members? Does



the reduced competition for value capture change what the nature of the co-opetition. Third, we extend co-opetition by addressing how it will unfold in alliances with more than two parties.

CEO Tenure and CEO Overconfidence: Disastrous Interactions in Times of Radical Change

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Abstract: CEOs are seen in both academia and within the popular business press as persons of great influence who, to a substantial degree, determine the success or failure of a firm (Daily & Johnson, 1997; Garg, Walters, & Priem, 2003; Hill & Phan, 1991; Rumelt, 2011). Through external and internal scanning the CEO and the top management team (TMT), directed by the CEO, engage in strategy formulation designed to increase effectiveness and reduce uncertainty (Garg, et al, 2003). The CEO therefore acts as a buffer between the firm's external environment and its internal environment (Haveman, Russo, & Meyer, 2001). The degree to which the CEO can manage the intersection between the external and internal environments of the firm greatly influences the effectiveness of the organization (Haveman, et al, 2001).

Triangulating the Theory of the Firm: A Unified Field Theory of the Modern Pro-Social Corporation

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Abstract: This project asserts that it is important to combine three different disciplinary approaches to understand the theory of the firm, and especially the modern pro-social corporation: economics, law, and organizational theory. Each seeks to answer different questions that are relevant to the operation of the modern pro-social firm. It is important for law and economics to better empirically understand firms in general—but I argue that it is even more important for these disciplines to understand how firms function empirically in the context of a multi-objective firm, where the theory does not yet account for departure from a single profit objective. Because organizational behavior as a discipline spends more time thinking about consequences of purpose, more so than economics and law, it is critical to incorporate this field into conceptions of the theory of the firm. Doing so can not only have important implications for economics and law, but also for organizational theory.

Investment Efficiency and Audit Effort

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Abstract: We investigate the relationship between investment efficiency and audit effort. Investment efficiency is when management makes positive net present value project decisions, which are aligned with the interests of the owners. These decisions are beneficial to the firm's long-run profitability and continuance as a going concern. We predict that firms which are investment efficient require less audit effort. Specifically, we argue that auditors reduce audit effort by relying on entity level controls related to control environment of investment efficient firms (e.g., management and board of directors' competence and integrity). We measure audit effort as audit delay. We predict and find that audit delay is negatively associated with investment efficiency. Our findings further our understanding about whether auditors rely on internal controls over financial reporting in order to effectively reduce their effort and conduct a more efficient audit.



DEV: ORGANIZATIONAL DEVELOPMENT & CHANGE

Room: Kohala 1- Table 30

Chair: Jennifer Hall

A Conceptual Examination of I-Deals Through the Lens of Psychological Ownership Theory

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Abstract: I-deals (i.e., idiosyncratic deals) are conceptually examined through the lens of psychological ownership theory. By taking a subversively creative perspective, a basic assumption of i-deals theory is challenged - i.e., organizations benefit from the employee who has received an i-deal (i.e., i-dealer). Scholars' established perspective of i-deals as creators of social obligations is challenged and redirected towards a perspective of i-deals as creators of self-centered obligations. Psychological ownership, organizational citizenship behavior, territoriality, and overconfidence are discussed as desired and undesired outcomes of i-deals originating from the i-dealer.

Work Design: Private Sector Roots, Public Sector Seeds

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Abstract: The different ways that work can be designed has long been an area of interest and study to improve organizational performance and effectiveness. Since the early years of job and work design theories and research, the nature of work has changed dramatically, but the pace of theory development and research, has not (Parker et.al., 2001; Grant & Parker, 2009). The growth of the internet, digital and smart technology, local and global economic, social and political challenges have resulted in an explosion of virtual teams, organizations, telework and networked structures. This paper explores the current literature on work design with its roots in private sector theorizing and research begun around the time of the industrial revolution; its importation into the public sector literature and practice; current elements of theory, research, and practice; and offering concluding thoughts on its future.

Deal(-ing) and Communicating With People: Symbolic Discourse in the Early Stages of M&As

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Abstract: This paper utilizes communication and symbolic management theories to analyze Mergers and Acquisitions (M&As). Particularly in the early stages of M&As, executives are bounded by the uncertainty of the deals and are constantly faced with the decisions of what to communicate with their stakeholders. The purpose of this article is to explore early discursive techniques for executives to enhance stakeholders' support for the deals. By examining the M&As' announcement and earnings calls transcripts of 23 high-value deals in the past 10 years, we identify the key concepts and themes that are prevalent in M&As. Subsequently, we elucidate the underlying symbolic values of these communications. In doing so, this research aims to enhance the effectiveness of executives' communication in the crucial stage of the M&As' process.



General Managerial Skills and Organizational Ambidexterity

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Abstract: Using insights from Upper Echelon Theory and human capital literature, the study establishes a link between the general managerial skills and organizational ambidexterity. I theorize that executives with higher general managerial skills gathered over their life time work experience have an inverted U-shaped relationship with organizational ambidexterity. Using a sample of firms from Drugs and Medical Device industries from 1993-2003, I find the support of the hypothesis. I find that general managerial skills positively moderate the relationship between organizational ambidexterity and firm performance. The results contribute to our understanding of antecedents of organizational ambidexterity as well as to the Upper Echelon Theory.

DEV: SUSTAINABILITY IN ACTION: ETHICAL TENSIONS

Room: Kohala 1- Table 31

Chair: Kathy Lund Dean

Towards an Improved Understanding of the Exploitation-Conservation Tension in Human-Environment Interactions: An Examination of Catch and Release Fishing

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Abstract: In this developmental paper, I propose a study of catch and release (C&R) fishing as a means of exploring the tension between exploitation and conservation in human interactions with the natural world. Fisheries research on C&R fishing has focused on four themes: historical, ethical, biological, and social. I briefly review relevant research on the social theme, and explain why a qualitative study using a narrative, sensemaking lens is likely to produce valuable new insights.

Red, White and Green: Environmental Communication and Green Product Marketing in New York's Hudson River Region Wine Industry

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Abstract: The consumption of wine has served as an international communication expedient for thousands of years. Recent expansion of global wine markets, however, has impacted an increasingly disrupted natural environment. Vintners, or winemakers, have been tasked by environmentally aware consumers to instill a winemaking process that is "green" in order to offset environmental degradation and support the long-term viability of the industry. Fueled by the emergent field of environmental communication, this research investigates the sustainable practices being implemented by vintners in the Hudson River wine industry and examines the marketing discourse communicated via wine bottle labels to construct an environmentally friendly image.



Examining the Aftermaths: Forensic Crime Analysis of Ethical Breaches

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Abstract: Despite decades of legislation, ethics codes, education, and news coverage of ethics crimes, little has changed. We challenge the focus on individuals who behave unethically instead of identifying the entire system that supported ethical violations as a crime scene where harm has been done. Systemically investigating ethics breaches using forensic crime analysis processes allows authorities to couple identifying perpetrator(s) with organizational characteristics and elements consistent with ethics violations. We discuss crime scene investigation best practices and how they relate to organizational ethics violations, showing how 'class evidence' from an ethical breach helps independent agents and organizational leaders make systemic changes. We argue for creating an independent Ethics Forensic Office within the Office of the Inspector General, staffed by independent professionals charged with organizational oversight authority to eliminate criminal unethical behavior.

Building an Understanding of the Sustainability Mindset in Practice: The Assumptions that Mislead Us

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Abstract: This research explores the sustainability mindset among business executives. We seek to understand how they conceptualize sustainability and if this mindset is changing over time. The data for this study comes from interviews with health care executives. It was conducted in two rounds, approximately eight years apart. The initial round of interviews were conducted in 2010 with 30 executives in the hospice care segment of the health care industry. In 2018, they were contacted again for a follow-up round of questions. A qualitative analysis of the 2008 data reveals they only think of sustainability as 'financial longevity.' A preliminary analysis of the 2018 data indicates that there may be initial signs of conceptualizing sustainability as an interconnection of financial, social, and environmental factors.

DEV: ORGANIZATIONAL THEORY

Room: Kohala 1- Table 32

Chair: Mitch Casselman

Accounts, Accountability and Remedial Work in Error Cascades

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Abstract: This study uses Scott and Lyman's notion of "accounts" and Goffman's related concept of "remedial work" to unpack how accountability and blame are assigned in multilevel error cascades. Using oral and written testimony, archival records and employee reviews, this paper delves into the Boeing 737 MAX case to investigate the ways in which actors at multiple levels communicate their preferred meaning about the accidents. The findings from this study indicate that errors in the Boeing MAX case were the result of miscalculation of risks at different levels of the system at various points in time that can be traced back to several years before the actual accidents. After the accidents, the actors involved engaged in remedial work or "face work" by employing divergent accounts to shift blame from one level to another.



Assembling Frankensteins: How Data Scientists Render Provisional Knowledge in Organizational Innovation

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Abstract: How is knowledge developed and used by organizations in dynamic contexts by actors using analytic technologies? In this inductive study, we develop theory that explains how organizational actors render provisional knowledge in processes of innovation. Drawing on the knowledge management and STS literatures, we develop a view of knowledge as provisional and in process. Specifically, we draw on the concept of affordances to explore how actors use protean tools (artifacts with a wide range of affordances) to create innovative insights through the rendering of provisional knowledge as visual artifacts. Our preliminary findings suggest that such process is grounded in four practices: unearthing affordances, stitching affordances, fabricating provisional artifacts, and rendering knowledge.

Organizing for Knowledge in an Era of Artificial Intelligence: A Fish-Scale Model of Collective Omniscience

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Abstract: The purpose of this paper is to review existing approaches in both management and computer science towards the joint organization of human and machine expertise, distilling the approaches and their underlying theoretical underpinnings. Using the frames of cognitive sociology and evolutionary epistemology, we hope to highlight the differing approaches to how knowledge is organized and utilized in decision-making and suggest new theoretical factors for managers to consider as they source knowledge from either system and integrate processes between the two. The ultimate goal is a further understanding how organizations are evolving their organizational structures with respect to single points of expertise.

Organizational Resilience: Defining a Construct

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Abstract: This conceptual paper sets out to more clearly define what we mean by organizational resilience and how one might go about detecting its manifestation. We first define resilience broadly and refer to the scholarly literature to better understand the construct, and then offer one way to measure resilience of organizations and their subunits. The primary purpose of this developmental paper is to advance a rigorous conceptual perspective of organizational or unit-level resilience.



DEV: ENTREPRENEURS, PASSION, JOY & LEGITIMACY

Room Kohala 1- Table 33

Chair: Sam Holloway

Successes and Opportunities for Women Entrepreneurs in Baja California

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Abstract: Entrepreneurship is a key element in development of transition economies. Culture differences and gender differences may affect entrepreneurial motivations for both men and women. We examine the challenges and opportunities of nine women entrepreneurs in Baja California. These women believed they were successful. Some of them faced challenges from their fathers or other men. They felt they had to work harder than men to be successful; and found it difficult to balance work and family life. Implications for research, and for women entrepreneurs are presented.

To Commit or Not Commit?: How Entrepreneurial Passion Influences Entrepreneurs' Commitment after Negative Feedback

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Abstract: Recent work suggests that entrepreneurial passion may enhance entrepreneur's persistence towards their venture efforts. While entrepreneurial passion might be beneficial in that it increases persistence in efforts, this study proposes another side of passion: escalating commitment even in the face of negative feedback. Drawing from Staw's theoretical framework on escalation of commitment (1981), this study empirically examines the possibility that entrepreneurial passion leads to commitment even in the face of negative feedback as entrepreneurial passion acts as affective and identity sunk costs. Passion of entrepreneurs acts as the boundary condition of when feedback is not accepted for what it is worth and leads to escalation of commitment instead.

Economizing on Love, Joy, Fear, and Flow: An Entertainment Theory of the Firm

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Abstract: We believe it is misleading to consider shareholders as the only residual claimants to the value created through proper economic organization. We posit that providing entertainment value, the intrinsic and extrinsic qualities of personal identification, fun, emotional engagement, joy, mirth, fear, flow, validation, challenge and social belonging may be less costly to the firm than adding additional incremental technical utility or convenience value. Despite its absence from extant literature on proper economic organization, we believe entertainment value may better align with organizational forms in an experiential economy. Specifically, entertainment value may better predict firm boundaries and proper governance, while simultaneously reducing opportunistic behaviors between principles and agents. It is time our theories matched the current observed reality and thus our paper puts forth an entertainment theory of the firm.



We are All Made of Glitter

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Abstract: Scholars describe legitimation as a double-edged sword because it facilitates field growth, attracting actors with discrepant practices that may undermine the coherence of the field's collective identity. In this paper, we investigate how organizations can mitigate the downside of legitimation by eliciting emotions that align increasingly heterogeneous actors and commit them to an inclusive collective identity. We leverage fieldwork and computational text analysis to examine the relationship between legitimation, collective identity coherence, and emotions in the context of the Makers, a nascent field of do-it-yourself hobbyists and technology hackers. We find that legitimation was associated with increased field heterogeneity but that leading organizations in the Maker field aligned actors from different backgrounds by sponsoring collective events that aroused emotional contagion and empathy among actors. These emotions reconciled tensions among increasingly diverse actors and served to maintain the coherence of the Maker collective identity by aligning the stories that were told about the field.

DEV; LEADER HUMOR, MORAL CHARACTER & ORGANIZATIONAL COMMITMENT

Room Kohala 1- Table 34

Chair: Sally Baack

Developing and Validating a Measure of Leader Humor Types in the Workplace

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Abstract: In this developmental manuscript we present the results of our initial item generation and content validity study to develop a measure of follower-rated leader humor types. Drawing on the conceptual work of Martin and colleagues' (2003) Humor Styles Questionnaire, our measure includes four leader humor types (i.e., affiliative, coping, aggressive, and self-deprecating), is designed to be rated by followers, and is contextualized for the workplace.

Did You Hear The One About...?: Overcoming Risks of Using Humor in the Classroom to Benefit Learning

Sally Baack¹

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Abstract: Humor has been the topic of many studies in management and in management education. It turns out humor is a funny thing. It has experienced a love-hate relationship in management and in management education research. On one side, the positives and benefits of using humor have been heralded, and on the other side, the risks and downfalls of using humor have been highlighted. But prior work has agreed that humor used effectively in certain contexts has seemed to work wonders for certain individuals.



Critical Review of Definitions and Empirical Measurements on Moral Character

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Abstract: We challenge the natural and unjustified way of defining moral character through other existing terms, e.g., personality, virtues, traits, or values in pioneering research in business areas. The current critical review paper analyzes perplexing problems facing moral character conceptualizations and research. The perplexing problems are divided into two categories: Phenomenal problems and essential ones. Phenomenal problems produce confusing and confounded ideas, while essential problems explain how phenomenal problems develop and further lead to fundamental crisis for moral character definition and research.

The Association between Personality and Organizational Commitment

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Abstract: The main purpose of this article was to replicate and extend a previous study (Erdheim, Wang, & Zickar, 2006). Another purpose was to test whether a shortened big 5 personality scale (Rammstedt & John, 2007) would also yield significant links between personality and organizational commitment. Both purposes were not met, as while some results were obtained, they were fewer than the ones previously obtained, and the short Big 5 scale was unusable due to poor reliability.

TRADITIONAL PAPERS PRESENTATIONS

8:00 am - 9:15 BPS I: INNOVATION, STRATEGY, RISK & ARBITRATION

Room: Kona 1

Chair: Suzanne Zinuska

Incumbents' Exploitative Strategies to Respond to Disruptive Innovation

Amir Bahman Radnejad¹, Oleksiy Osiyevskyy², Soumodip Sarkar³, Brenda Nguyen⁴

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Abstract: How should incumbent firms respond to emerging disruptive technologies introduced in their industries? Disruptive innovations literature has, to a large extent, overlooked the incumbents' strategic option to strength and leverage their existing technology without embracing the disruptive elements. To respond to this gap, by an inductive analysis of a critical case (i.e., a major cork-stopper incumbent), the current study explores incumbents' possible responses to gain momentum against disruptive technological innovations by exploiting the established technology. We propose a classification of exploitative response strategies, comprising three distinct groups: (1) related to the strengthening of the core technology for the existing market, (2) related to a search for new markets for the core technology, and (3) related to strengthening of the competitive position of the firm in ways beyond market and technology.



Giving Shape to Possibility: Design Thinking as Theory for Strategy Making

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Abstract: We propose that design theory provides a valuable approach to understanding strategy making, as the goal of strategy is to not only analyze reality but to change it to a firm's advantage. To orient research efforts in this direction, we articulate a framework for researching and making strategy that is grounded in design thinking theory and prior strategy research. The framework suggests five distinct beginnings for generating novel strategies and theorizes the design processes associated with each. It further suggests that a design-based approach generates distinctive strategy attributes, such as novelty, as design involves purposeful creation of novel forms; stakeholder engagement, as design invites multi-stakeholder participation; futurity, as design follows intentions for change and transformation; and flexibility, as different design beginnings afford different paths to generating new strategies.

A Free Solo in High Heels: Corporate Risk Taking among Women Executives and Directors

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Abstract: Gender stereotypes suggest that women are not as risk taking as men, and as such, women are limited in their mobility to top leadership positions. We examine risk-taking among women leaders including the CEO, CFO, top management team overall, and women directors to determine if indeed they are less risk-taking than their male counterparts. Findings do not support the preconceived notion that women are less risk-taking, and in fact suggest women may be more inclined to take risks under the right conditions.

Why Don't They Sue? An Analysis of Impeding Factors in Employment and Consumer Arbitration and its Downstream Consequences for Organizations

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Abstract: The effect of arbitration on the likelihood of suing is often taken for granted. Organizations mandate arbitration, a private dispute resolution mechanism outside of the judicial system, for their employees and consumers to reduce the number of lawsuits and mass claims. The majority of Americans have entered into arbitration agreements with organizations. Yet, the effect of arbitration on the likelihood to sue and the underlying psychological barriers are largely understudied. Managers have opted for the use of arbitration as a staple corporate strategy for legal disputes without any empirical research. Utilizing a two-study design, this research establishes the arbitration effect; investigates legitimacy, fairness, costs, and familiarity as mediating factors between arbitration and the likelihood to sue; examines the relationships between the arbitration effect, likelihood to sue and downstream organizational effects, namely corporate reputation and trust in the organization.



8:00 am - 9:15 am ONE/SIM I: ETHICS, BRIBERY & RISKS

Room: Kona 2

Chair: Wade Danis

Positive Leadership, Employment Ethics, and Job Satisfaction in Nigerian Hospitality-Based Organizations

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Abstract: Positive leadership can improve the workplace, often resulting in beneficial practices and outcomes. However, the constructive and enduring role of such leadership is not fully considered in unique global contexts. Using data collected from individuals working for Nigerian hospitality-based organizations, the purpose of this study is to determine if positive leadership, comprised of transformational and servant styles that possibly reflect traditional norms, is associated with a more ethical employment context and increased job satisfaction. The link between ethical employment context and job satisfaction is also investigated. The results indicated that increased facets of positive leadership were associated with indicators of a more ethical employment context, and that components of both ethical employment context and positive leadership were positively related to job satisfaction. The practical implications, limitations, and suggestions for future inquiry are discussed.

Risk of Being Bad: Imbalanced Interdependence and Hazard of Opportunism in Bribery

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Abstract: In fragile institutional environments, firms have no choice but bribery as the means to access the services monopolized by the government. Corrupt government officials whose resources are valuable to many different firms can easily find other firms willing to offer bribes. This imbalanced interdependence exposes the bribing firm to the hazard of opportunism from the bribed officials. In this sense, we argue that the more dependent bribing firms are on the bribery relationship, the more likely they are to encounter greater opportunism from corrupt government officials. Using a unique dataset covering bribery transactions around the world, we find that firms that bribe more are at a higher risk of being subjected to government officials' opportunism.

When Failure is Not an Option: An Ethnographic Study of a Highly Reliable Search and Rescue Team

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Abstract: The influence of the continuous improvement movement and the rush to market of technology has people excited about failure. They say, 'Fail early, fail often, fail forward'. This approach to team leadership suggests that failure is an inherent part of any team, and essential for learning and performance improvement. But mountain rescue teams that use rigs and ropes to rescue cannot fail. This paper is an ethnographic study of a mountain rescue team over a period of three years. The author participated in 123 missions and makes nine specific propositions on the normative characteristics of highly reliable teams. In the concluding section, he discusses how this research could be built upon to increase reliability to the benefit of search and rescue, fight fighting, emergency medical, flight cockpit, and other teams that cannot afford to fail.



8:00 am - 9:15 am **OB/HR I: ETHICS & MINDFULNESS**

Room: Kona 3

Chair: Alex Bollinger

Proactive Employees = Creative Employees? A Multilevel Moderated Mediation Analysis of Proactive Personality and Creativity

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Abstract: It has become a key issues to enhance employees' creativity in the era of knowledge economy. Based on the Creativity Interaction Perspective and Trait Activation Theory, this paper tested a cross-level moderated mediation model to investigate factors affecting individual creativity with two empirical studies. In study 1, we conducted a creativity experiment with 120 participants and the results verified the main effect preliminarily: proactive personality is positively related to individual creativity. In study 2, we conducted a survey with the R&D teams (72 leaders and 299 subordinates) of five Chinese organizations. The results showed that: 1) proactive personality predicts individual creativity; 2) psychological safety mediates the relationship between proactive personality and individual creativity; 3) inclusive leadership moderates the indirect relationship between proactive personality and individual creativity via psychological safety.

Ethical Approach Scales: Operationalizing Moral Theory at Work

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Abstract: Despite the importance of ethics across multiple venues, most investigations rely exclusively on descriptive, unidimensional, or idiosyncratic measures largely divorced from moral philosophy. Addressing this neglect, we developed Ethical Approach Scales (EAS) across 3 studies (total N = 2594) based upon the moral philosophy fundamentals of duty or deontology, virtue, and consequentialism. EAS are psychometrically sound and demonstrate substantial construct and predictive validity. Our results also indicate that the use of high-stake utilitarian dilemmas is problematic, assessing virtue more than the intended consequentialism. EAS complemented unidimensional or descriptive ethical measures in predicting organizational deviance and counterproductive work behaviors, and predicted variance in organizational citizenship behaviors over-and-above these same scales. The findings also supports a dualistic theory of the mind, as ethical decisions can be dominated either by System 1 or System 2.

Meditating Away a Guilty Conscience: The Impact of Mindfulness on Guilt and Reparations

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Abstract: Mindfulness has been shown to have a number of beneficial effects, including dampening negative emotions and emotional reactivity, as well as decreasing the incidence of antisocial behavior. However, mindfulness may also have unintended negative consequences if it is cultivated when individuals are experiencing a functional form of negative affect. We argue here that a state of mindfulness can interfere with the affective processes necessary to motivate reparation in guilt-eliciting situations. In four experiments, we find that mindfulness reduces state guilt and weakens the normally strong association between guilt-eliciting situations



(especially having unintentionally harmed other people) and prosocial reparative behaviors. Implications for theory and management practice are discussed.

Mindfulness Practice Facilitates Work Performance via Psychological Capital: The Moderating Roles of Authenticity and Work Meaningfulness

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Abstract: Despite the considerable investment contemporary organizations are now making in mindfulness training, a dearth of empirical evidence shows its effect on work performance, and little is yet known about the mechanisms by which it functions. This paper examines the effect of mindfulness training on work performance via psychological capital, and two boundary conditions that can enhance or diminish these effects. Across three experiments in the lab and field, this research advances theory on the metacognitive function of mindfulness, explaining how it can activate psychological capital and thereby improve work performance. Drawing on and extending behavioral plasticity theory, this research further shows that such benefits are attenuated (enhanced) to the extent that employees (a) are high (low) in authenticity, and (b) experience their work as bereft (full) of meaning. In so doing, this paper addresses a number of important and topical issues on mindfulness at work, including (a) whether mindfulness training contributes to improved work performance; (b) how it does so; (c) for whom; and (d) under what conditions it is more versus less likely to do so.

8:00 am - 9:15 am EDU I: DESIGN, STUDENT OUTCOMES & CASE COMPETITIONS

Room: Waikoloa 3

Chair: Alysa Lambert

Leveraging Organizational Psychology to Examine Student Outcomes: The Indirect Effect of Thriving on Satisfaction & Intentions to Persist

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Abstract: Thriving is a psychological state in which individuals experience both a sense of learning and a sense of vitality. In this study, we apply organizational psychology to examine how thriving may influence the perceptions and experiences of first-year students, namely their sense of academic integration, embeddedness, satisfaction, and intentions to persist. To this end, we collect two waves of data from first-year students at a liberal arts university. Results from our paired data (N=72) suggest that thriving is an important motivational mechanism that enhances students' academic integration, embeddedness, satisfaction, and intentions to persist. Further, we find that thriving indirectly affects satisfaction and intentions to persist through embeddedness. We discuss the academic contributions of our work, as well as practical implications for those who support the educational journeys of first-year students.



Design Matters: A Pedagogical Evaluation of Online Engagement in a Strategic Management Course.

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Abstract: The immersiveness of mobile devices and online apps offers pedagogical opportunities for student engagement but often does not live up to the hype. This study examines the effectiveness of two apps based on Web 1.0 and 2.0 frameworks, that allow for online reading and student participation in business management courses. We test hypotheses on student engagement, learning, and performance with two-stage randomized control trials, in a total of sixteen sections (N=429) in a strategic management capstone seminar. The results suggest that Web 2.0 apps are better able to engage students and that this increased engagement can lead to improved performance on academic coursework. This research makes two contributions: First, we find that thoughtfully-designed apps can have significant effects on student outcomes. Next, we discuss how Web 2.0 apps with built-in metrics of engagement, can test for curricular efficacy in ways that are hard to evaluate in the offline world.

Teaching the International Business Case Competitions Course

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Abstract: Four evolutionary stages of student case proficiency are theorized as: 1. Case Novice - Application of business analysis tools to cases in subject discipline courses; 2. Case Apprentice - Simulated real-world case practice in competition format; 3. Case Artisan - Case thinking and team skills learned in a case competitions course; and 4. Case Master - Expert skill applied to cases to model the future of work. The path to Case Master requires students to move through the first two stages and then take an International Business (IB) Case Competitions course, the focus of this paper.

9:15 AM- 9:30 AM BREAK (Lagoon Lanai)

9:30 am - 11:30 am WORKSHOP – TEAM SKILL DEVELOPMENT FOR KIDS

Room: Kohala 1

Team Skill Development for Kids

Patricia Martinez¹, Analisa Martinez Sanchez²

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Abstract: This workshop is designed as an opportunity for young attendees, ages eight years and older, to meet other members of their kid cohort, and develop team skills as they complete fun and interactive team-development activities. A parent must attend with their child.



9:30 am - 10:45 am BPS II: SPINOFFS, FAILURE, INNOVATION & COMPETITION

Room: Kona 1

Chair: Ellen Ansher

Dual Directors and Their Role in Spinoff Value Creation

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Abstract: This paper examines the governance implications of dual directors on the value accrued from a corporate spinoff transaction. It is known that firms divest into independent spinoffs to create value for themselves and shareholders. Yet at the same time, parent firms often assign board members from their own boards in spearheading the initial spinoff board. Leveraging upon extant literature utilizing investor confidence as a mechanism in explaining the effects of corporate governance on firm valuation, we theorize that the governance presence of dual directors serving on both parent and spinoff board sends a mixed signal to investors of the firm, which might then serve to contradict the value creating notion of a spinoff transaction. Through a study involving 135 publicly traded firms in the Fortune 500 between the years 1995 to 2016, we find support that highlight the contradicting effects of dual directors on value accrued from a spinoff transaction.

Learn from Failure or Exit? Evidence from Executive Turnover Following Product Recalls

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Abstract: What is the likelihood of turnover if an organization has not been learning from failures? Which firm strategies and executive actions moderate executive turnover following a negative corporate event? Prior research has focused on the antecedents of organizational learning from failures while overlooking these questions. Using a dataset of product recalls as a setting for organizational learning, I document that the likelihood of turnover substantially increases for the executives of firms that have recent recalls relative to the executives of the propensity-score matched, non-recall control firms. The results also indicate that executives become more likely to exit if the recalls are reputational shocks, and less likely to exit if a focal firm responds to consumer complaints quickly and comprehensively, and has a strong CSR performance history. Overall, the results contribute to our understanding of the managerial consequences of failure learning.

Entrepreneurial Innovation and Complementary Assets in the Digital Age: The Case of Pebble Technology Corporation

William Schneper¹

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Abstract: We examine the extent that traditional strategic management perspectives remain relevant to contemporary business organizations, particularly those operating in dynamic environments with increasing uncertainty. As a scholarly field, strategic management is often characterized as pre-paradigmatic in terms of its intellectual development, and is best equipped at exploring industry- and firm-level phenomena. In this paper, we focus on the case of Pebble Technology Corporation (originally named Allerta), a pioneer in the smartwatch industry. Pebble operated in various forms from 2008 until 2016, when it was forced to declare insolvency in the wake of Apple's entry into the market. Our analysis suggests that Pebble failed in large part because it was unable



to develop the complementary assets necessary to appropriate gains from its innovations. Overall, the Pebble case affirms the continued utility of traditional industry- and firm-level strategic management approaches, but further suggests that the field would benefit from a broader perspective that more fully captures institutional-, network- and managerial-level considerations, as well.

Can My Enemies' Friends Be My Friends? Allying With Competitor Partners

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Abstract: At entry, new ventures typically lack the resources to develop their full value chain and thus, form alliances to conduct their business. In industries, where exclusive contracts are not the norm, they are likely to consider partners that work with their competitors. Furthermore, they do not benefit from an established network to mitigate the effect of indirect ties to competitors. We offer to study firms' initial decision: when new ventures select partners for the first time, what is the effect of these potential partners' ties to competitors on the selection? We capture these ties with the number of products the partner developed with competitors before the ventures have to make their decision. We argue that a potential partner's number of products first increases (due to the number of complementary assets) and then, decreases the likelihood of choosing this partner (due to placement of the products on an overly competitive market).

9:30 am - 10:45 am ONE/SIM II: CLIMATE, JUSTICE, ENERGY, GREENWASH & DISCRIMINATION

Room: Kona 2

Chair: Chris Zatzick

Material Climate Justice: Connecting Social Equity and Climate Risk in an Urban Climate Adaptation Initiative

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Abstract: Recent climate reports underscore the differential impact of climate change risks for marginalized communities and the growing need to recognize and address inequities in climate adaptation processes. While there is developing interest about climate adaptation in organization and management scholarship at the firm-level, research only tangentially addresses issues of social equity demonstrating that concerns of justice and radical change are marginalized in adaptation processes. I develop and apply a material climate justice framework to extend organization and management scholarship about climate adaptation to include issues of social equity. Findings suggest that representatives of marginalized populations engage in sub-processes to impact climate adaptation. The sub-processes involve expanding notions of climate risk to include embodied experience connected to resources, political representation, histories, place, and future embodied experiences.



Entrepreneurial Public-Private Partnerships: The Case of the Boulder Energy Challenge

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Abstract: There is growing interest in the use of public private partnerships to address environmental challenges. Yet, we know little of how such partnerships may evolve to address entrepreneurial problems that require the creation of new products and services. In 2014, the city of Boulder, Colorado launched the Boulder Energy Challenge (BEC) to partner with local entrepreneurs to reduce and mitigate the impact of carbon emissions. Through an inductive study of the two BEC cohorts over a four-year period, we find that the success of an entrepreneurial public private partnership is driven through hybridization of the governmental, entrepreneurial, and market logics. This unique case study expands our understanding of how policy makers and entrepreneurs can form unique organizations to address pressing environmental issues. Our findings bridge the literature on entrepreneurship, public-private partnerships, and logic hybridization to offer a new model of entrepreneurial collective action.

When Sustainability Managers Greenwash: SDG Fit and Effects on Job Performance and Attitudes

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Abstract: This research examines the effects of greenwashing on sustainability managers' (SMs) job satisfaction, commitment, turnover intentions, and job performance. Using a employee-corporate social responsibility (ESR-CSR) fit approach, we examine if perceived firm greenwashing behavior has differential effects on SMs based on their social responsibility (ESR) identity, and congruence with their firm's social responsibility (CSR) identity. The results (n=125) indicate that for SMs who are ESR-high incongruent (their social responsibility identity is higher than that of their firm), greenwashing was associated with lower job satisfaction, higher intentions to leave, and lower performance of SMs. However, for ESR-low SMs (whose social responsibility identity is lower than that of their firm), employer greenwashing had no moderating effect. The cumulative effect may be a situation in which those who are in the best position to enhance a firm's CSR leave the firm, and vice-versa.

Exploring the Effects of Discretion, Discrimination, and Oversight on the Inclusiveness of Small Business Contracting

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Abstract: In 2017, U.S. federal agencies awarded over \$86 billion in contracts to small businesses owned by members of under represented groups. The vast scale and scope of public procurement coupled with policies for supporting small disadvantaged businesses may drive federal agencies towards greater inclusiveness in awarding contracts. However, the level of inclusiveness varies considerably across different federal agencies. The authors posit that differences in three key organizational mechanisms associated with federal agencies' decision-making processes influence an agency's level of inclusiveness in awarding contracts. They test these ideas using the annual small business procurement activities of 41 federal agencies, large and small, from 2002-2011. The authors find empirical evidence for economically significant effects of discretion, discrimination, and oversight on an agency's inclusiveness in awarding contracts and discuss the scholarly, managerial, and policy implications.



9:30 am - 10:45 am OB/HR II: EMOTIONS, TRUST & SELF-ESTEEM

Room: Kona 3

Chair: Trish Ruebottom

Reappraising Emotional Events Facilitates Creativity

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Abstract: Emotions affect people's ability to generate creative ideas. Emotion regulation is common in the workplace, but little is known about how emotion regulation strategies influence creativity. Building on the process model of emotion regulation and the creative cognition theory, we theorize that reframing emotional events (i.e., reappraisal) boosts creativity because it promotes cognitive flexibility. Moreover, drawing from the interactionist perspective on creativity, we predict that reappraisal should be particularly effective at boosting creativity for low-openness individuals. Four studies support our theory. Our work extends the literature on emotions and creativity by demonstrating that the way individuals regulate their emotions is consequential for creativity, independent of the direct effects of emotions on creativity. More broadly, it indicates that emotion regulation processes have downstream consequences on behavior, above and beyond their effects on emotional experiences.

Resting on Your Laurels: The Effect of Pride on Persistence at Creative Tasks

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Abstract: This paper investigates how pride affects performance at creative tasks compared to other positive emotions. We hypothesize that experiencing pride can lead to less persistence on creativity task because by affirming one's self-worth, feeling pride satisfies the need to prove one's value and reduces the perceived importance of the task. Study 1 found that people high in trait pride significantly persisted less on unsolvable anagram tasks than people low in trait pride. Study 2 found that people who experienced state pride persisted less on a brainstorming task compared to people feeling compassion and amusement. Study 3 examined if the negative relationship between pride and persistence holds even when the task is threatening to one's pride so its importance cannot be trivialized. Under low threat, people feeling pride persisted less than people feeling amused, but under high threat, people feeling pride persisted significantly more than those feeling amused.

Rumor Has It: The Moderating Roles of Gossip and Leader-Member Exchange on Workplace Trust Development

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Abstract: Gossip is a pervasive phenomenon that threatens to bias new employees' judgements in the workplace and leaves leaders questioning how to contain it. Invoking social information processing theory, first, we hypothesize that negative gossip weakens the relationship between a new employee's propensity to trust and the initial trust they have in their leader. Second, we utilize social exchange theory to hypothesize the moderating



influence of leader-member exchange on the relationship between a new employee's initial and subsequent trust in their leader. Our findings failed to provide support for the idea that gossip has a significant effect in nascent workplace relationship. Instead, the results suggest that leaders should focus on cultivating a high leader-member exchange with new employees and not be overly concerned about the influence of negative gossip in their organizations. This research provides practical implications for leaders concerning the effects of negative workplace gossip

Sticks and Stones, and Support? Partner Psychological Abuse at Home, Target Self-Esteem, and the Moderating Effect of Supervisor Support at Work

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Abstract: Utilizing Conservation of Resources theory, we examine the impact of partner psychological abuse at home on an individual's self-esteem and the resulting effects on the work domain in terms of job stress and organizational deviance. Further, we use gender socialization theory to understand the role of supervisor support and how it differs for husbands and wives. Using a sample of 176 dual-career married couples, we find that psychological abuse by one's spouse at home diminishes the target's self-esteem and contributes to greater organizational deviance. It also contributes to greater job stress for men but not for women. Supervisor support moderates the effect of psychological abuse on job stress for men and organizational deviance for women, but this differed by gender such that for men it exacerbated the effects of abuse to self-esteem on stress while for women it buffered the effects of abuse to self-esteem on deviance. Implications for practice and future research are discussed.

9:30 am - 10:45 am ENT I: SOCIAL ENTREPRENEURSHIP

Room: Waikoloa 2

Chair: Paul Buller

Social Entrepreneurship, Collective Agency, and Common Ownership

Tom Lumpkin¹, Sophie Bacq²

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Abstract: By introducing innovative thinking and business practices into social enterprises, nonprofits, NGOs and government aid programs, social entrepreneurship (SE) has created a role for entrepreneurial commerce in social helping. But the promise of SE goes beyond old models of those in power with resources helping those in need. Greater impact can be realized when community members are full participants in bringing about the changes that they benefit from. Such collective agency occurs when beneficiaries partake interdependently with other stakeholders in governing the resources and benefits that flow from SE initiatives. Drawing on notions of collective agency, we argue that common ownership is needed to illuminate what makes SE unique: local engagement by self-governing community members who use entrepreneurial commerce to enhance their common wealth. The commons metaphor provides an exemplar of the shared ownership, control, and community participation suggested by SE.



In Search of the Self: How Social Entrepreneurship Facilitates Verifying Identity Work

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Abstract: Extant research recognizes the influence of identities upon venture creation, yet understanding is limited by a focus on entrepreneurial identity and a view of identity as construct. This study seeks to address these gaps by combining an identity work perspective with identity control theory to explore the role that non-entrepreneurial identity processes play in the pursuit and practice of social entrepreneurship. Based on an investigation of 13 social entrepreneurs over 18 months, we find that social entrepreneurship can be viewed as a form of verifying identity work. Start-up motivations, venture designs and entrepreneurial behaviours appear to be outputs of identity verification processes - they simultaneously verify non-entrepreneurial person, role and social identities. We thus demonstrate that social entrepreneurship is not simply an arena of identity conflict, but one of mutual identity verification.

Cross-National Differences in Social Entrepreneurship: The Role of National Culture and Social Instit

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Abstract: Drawing insights from entrepreneurship and social initiatives literature, the present study proposes that selected cultural values and their interactions with social institutions are predictors of the likelihood of individual social entrepreneurship. We theorize social entrepreneurship is influenced by embedded institutional factors, in particular, a unique mixture of cultural contexts and the extent to which social needs are properly served in a society. Using a dataset based on the Global Entrepreneurship Monitor (GEM) 2015, we examine this theory with mixed-level analysis. Findings generally support our theory showing that institutional conditions can generate more incentives and opportunities for social entrepreneurship, making those predisposed to social entrepreneurship by way of relevant cultural values to choose to pursue these opportunities.

Green to Gone? Institutional Complexity and the Survival of Hybrid Ventures

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Abstract: This study examines the impact of sector density, competition, and regional institutional logics 'regionally bound, socially constructed meaning systems' on the survival of hybrid ventures. Drawing on a unique panel of entrants into the green building supply industry, our results show regional logics moderate: a) the impacts of sector legitimation and competition effects, and b) the ability of de novo hybrids to compete against de alio diversifying incumbents. We find that ecologizing logics intensify legitimation and dampen competition effects, while economizing logics have the opposite influence. Consistent with prior studies, de novo hybrid ventures in this context are largely outlasted by diversifying incumbents. However, in regions embedded in institutional complexity hybrid entrants achieve competitive parity with incumbents. This surprising finding suggests that hybrid ventures can leverage institutional complexity to better compete with their established rivals.



9:30 am - 10:45 am EDU II: CLASS WORK, SDG & PRESSURES

Room: Waikoloa 3

Chair: Richard Moore

Doing 'Class Work' in Class Work: Engaging Reflexivity at an Elite Business School in the Global South

Ghazal Zulfiqar¹, Ajnesh Prasad²

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Abstract: In this article, we study the nexus between privilege and inequality. To do so, we conducted a set of exercises with students at an elite private business school in Pakistan with the intention of invoking reflexivity. We asked students of affluent backgrounds to consider how they relate to toilet cleaners- those untouchables doing the most culturally denigrated of work in Pakistani society. Through this study, we sought to answer two questions. First, we wanted to understand how privilege is discursively enacted by constituents of the elite class through the imbricated processes by which they make sense of self and other. Second, we wanted to investigate the possibilities of reflexivity to interrupt, or otherwise negate, the reified cultural assumption of privilege. On the latter point, we set out to determine whether reflexivity would prompt students of the elite class to problematize their own privilege. By juxtaposing these two questions against the toilet as the empirical location, we illuminate the subversive power of the knowledge produced at the most marginal of sites.

The Big Island vs the Southeast: Effects of Location, Individualism, Authoritarianism, and Religiosity on the SDG Preferences of Business Students

James Westerman¹, Yalcin Acikgoz¹, Lubna Nafees¹, Jennifer Westerman¹, Emmeline dePillis²

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Abstract: What are the predictors of SDG preferences amongst business students? We examine whether location, authoritarianism, religiosity, and individualism/collectivism influence university student SDG preferences. Results (n=262) indicate business students who are authoritarian and religious emphasize the importance of SDGs with an orientation towards the health and economic well-being of their local communities. The results also indicate the most significant factor in predicting SDG preference was university location. Southeastern U.S. business students were significantly more supportive of people/prosperity-oriented SDGs, indicating a greater concern with the social safety net and basic human needs, whereas students from the Big Island in Hawaii were more supportive of planet-oriented SDGs indicating a greater concern for environmental issues for the island state. Implications of the results for teaching SDGs to business students are discussed.

Thriving Under Pressure: A Study of Business Ph.D. Students

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Abstract: Despite the well documented increase in pressure on Ph.D. students to publish early and often, there is a dearth of research analyzing how some Ph.D. students are able to thrive under these demands and others are not. Using the self-determination theory (SDT), we integrate literatures on job satisfaction, intrinsic motivation, and engagement to conceptualize and empirically test a model of Ph.D. students' thriving (the joint experience of learning and vitality). Our findings illustrate that Ph.D. students with higher levels of intrinsic motivation and satisfaction with their programs are more likely to be fully engaged in their scholarly work. In turn, the heightened



engagement facilitates higher levels of thriving and ultimately higher research productivity. Using a sample of business Ph.D. students across the U.S., Europe, and Australia (N = 259), we find support for the proposed relationships. We highlight several theoretical and practical implications of our study that can enhance business Ph.D. programs, business Ph.D. student well-being, and business Ph.D. students' scholarly success.

10: 45 AM- 11 AM BREAK (Lagoon Lanai)

11:00 am - 12:15 pm BPS III/CAREERS: TOKENISM, PERFORMANCE & MOBILITY

Room: Kona 1

Chair: Marlene Janzen Le Ber

Tokenism at the Top: How Existing Ethnic Diversity Influences Entrances to Top Management Teams and Firm Performance

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Abstract: Top management teams (TMTs) of many firms remain considerably less ethnically diverse than other employees and the general public. Drawing from theories of diversity, we generate and test competing predictions about how representation of a given ethnic group on a TMT influences the likelihood that the TMT adds a member of the same ethnic group. Supporting a tokenism account of diversity on TMTs, results provide consistent evidence across ethnic groups that representation associates negatively with subsequent additions of members of the same ethnic group. Similarly, the departure of a member of a given ethnic group from a TMT increases the likelihood of appointing someone from that ethnic group. We also explore the effect of TMT ethnic diversity on firm performance. In contrast to prior research that indicates positive effects of other types of diversity on firm performance (e.g., functional background, tenure), we find no evidence of an effect of ethnic diversity on firm performance.

Subverting The Assumptions of Performance Management in Academia: An Ethnostatistical Approach

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Abstract: This paper challenges assumptions of performance management as it is currently used in academic organizations, shows the harmful side effects that emerge, and suggests better ways of assessing the quality of academic research performance and using bibliometrics to advance scholarship, and provides an agenda for critical studies of the use of metrics in organizations, particularly institutions of higher education.



Hired Guns, Boomerangs and Feeder Pools: A 41-Year Multilevel Study of Employee Mobility and Performance

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Abstract: Using data that track the mobility of employees and teams in the same industry (professional baseball) over 41 years while utilizing many controls, we show that employee mobility is associated with decreases in individual performance in the time period immediately after a job move. Teams can weaken such a negative impact by recruiting boomerang and 'hired gun' employees with more stock human capital and harvest the positive effect of 'hired gun' and boomerang hiring on team performance through such stock human capital. Moreover, staying with a new team for multiple years following a job move increases the possibility of performance recovery. Yet, as this study shows, employees may change teams so frequently that such a recovery rarely occurs. This study extends prior work by utilizing a multilevel model of employee mobility and performance to show how teams can turn high mobility from a potential curse to a tool by leveraging benefits associated with 'hired gun' and boomerang hiring.

11:00 am - 12:15 pm ONE/SIM III: INEQUALITY, LEADERSHIP, CSR & IRRESPONSIBILITY

Room: Kona 2

Chair: Ajnesh Prasad

Facility Location: A Cumulative Opportunity Approach

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Abstract: We present a novel method to identify service locations in a healthcare system with an objective of improving geographic accessibility while reducing spatial inequities. The method determines facility locations that maximize the cumulative opportunity measure, a concept for quantifying the service opportunities for a population over a geographic region while maintaining equitable opportunities across space. We illustrate our approach using data on community health centers in New York City, showing that our approach tends to increase service opportunities in areas with high percentages of uninsured patients. Results suggest our modeling approach is a promising tool that could assist in policy making aimed at improving health care access for underserved populations.

Can We Talk about Equal Pay/Pay Discrimination/Strategic Compensation Practices?: Framing Gender Pay Inequity to Improve Public Policy

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Abstract: Drawing on the political will and public will (PPW) approach to analysis and action (Post et al, 2010; Raile et al., 2014; Raile et al., 2018), this paper examines how to frame gender pay inequity so that influential stakeholders are willing to engage in the discussion. Our guiding research question was, "Do certain frames in communication frequently used in public and policy discourse around the issue of gender pay inequity emphasize aspects of the issue that lead to different framing effects?" We conducted three studies to identify and test compelling frames for gender pay in both regional and national samples. We found that three frames were



consistently rated highly across the studies: "fair pay," "equal pay," and "pay fairness." However, "strategic compensation practices" may be the best frame to engage influential stakeholders who are resistant to participating in a discussion on equal pay.

Corporate Social Responsibility and Organizational Attraction: a Systematic Literature Review

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Abstract: Attracting a quality workforce is a critical component of Human Resources and overall organizational success. Companies are increasingly implementing corporate social responsibility (CSR) activities to improve their attractiveness to high-performing applicants who are more concerned with environmental issues and work-life balance than ever before. In this study, I carried out a systematic literature review to give an overview of the state of research by defining relevant dimensions of CSR and clusters of moderators as well as mediators and analyzing their impact on organizational attraction. Results showed that environmental, social and ethical activities positively influence attraction outcomes. Perceived organizational support, company image, and a person organization-fit mediated the CSR-attraction relationship with moderating effects of individual character traits, demographic data, and personal CSR stance.

The Strategic Foundations of Corporate Irresponsibility

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Abstract: Corporate social responsibility has as its domain discretionary organizational actions aimed at improving social welfare that go beyond the legal and financial requirements of an organization. Conversely, corporate irresponsibility has as its domain the harm corporations can cause to stakeholders and other individuals and to social welfare. CI is often conceived as the equivalent of low CSR or as corporate misconduct. We provide a conceptual account of CI that differentiates it from both of those constructs and explain its significance for management theory.

11:00 am - 12:15 pm OB/HR III: RULES & TEAMS

Room: Kona 3

Chair: Violina Rindova

Rules Have Integrity Too: Towards an Improved Understanding of Rules in Organizations

Chris Zatzick¹, Jan Kietzmann²

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Abstract: Rules are a necessary part of organizational life, but can also be a source of frustration for employees and dysfunction for organizations. Prior research has shed light on some of the characteristics of organizations and individuals that influence the functionality of rules and whether employees are likely to comply with, bend, or break them. However, the characteristics of the rules themselves have received much less attention. In this conceptual paper we introduce the idea of rule integrity, referring to the degree of consistency between the purpose and requirements of rules, and elucidate its critical importance to the efficacy of rules. We discuss how a



process termed rule drift (Bozeman, 1993) can reduce rule integrity, and how managers can utilize rule audits in order to identify problematic rules and restore their integrity.

The Paradox of Constraints in Team Creativity

Brent Rosso¹

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Abstract: Scholars have become increasingly interested in the role constraints play in the creative processes of work teams in organizations. While the dominant theoretical paradigm has led to the conclusion that constraints typically kill creativity by negatively affecting intrinsic motivation, several recent findings have challenged these assumptions, revealing that constraints can actually enable team creativity. The mechanisms through which constraints enhance and inhibit creativity in teams, however, remain vague. The purpose of this study is to address these gaps by answering the research question, “What are the social-psychological mechanisms through which constraints enhance and inhibit R&D team creativity?” In-depth field research of four R&D teams in a multinational corporation known for innovation was conducted, revealing mechanisms by which constraints inhibit and enhance team creativity. The results of this study help to make sense of prior paradoxical findings.

Are Diverse Teams More Creative? A Study of Conflict, Transactive Memory Systems, and Team Creativity

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Abstract: Adopting a conflict perspective on TMS development, I examined whether task and relationship conflict foster or inhibit the TMS development in diverse creative teams. Using multisource longitudinal data from teams composed of art, science, and technology experts, I found that the TMS development was inhibited when team members engaged in relationship conflict. In contrast, task conflict fostered TMS development. Finally, teams with expertise diversity who engaged in task conflict and thus developed TMS were more creative than teams who engaged in relationship conflict and thus failed to develop TMS. I discuss the implications for management theory and practical recommendations for managing conflict, fostering collective cognition, and benefiting from diversity.

How CQ Matters in Cross-cultural Management Teams? A Multilevel Research Based on Dissimilarity Perception

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Abstract: Cross-cultural teams have become the basic operating unit of international enterprises. How to promote team members' performance in a cross-cultural context is an important issue for both researchers and practitioners. This paper utilizes a multi-level moderated mediation model to explore the impact of cultural intelligence on individual performance within cross-cultural teams. We introduce cross-cultural adjustment and perceived team dissimilarity as mediators and boundary conditions, respectively, to serve as the key to understanding the above relationship better. The data from 100 cross-cultural teams (involving 440 team members) in foreign-funded enterprises in China showed that cultural intelligence is positively related to individual role performance, and cross-cultural adjustment mediates the above relationship while perceived team dissimilarity positively moderates the indirect relationship between cultural intelligence and role performance via cross-cultural adjustment.



11:00 am - 12:15 pm ENT II: OPPORTUNITY, INTENTIONS, WORLDVIEWS & PERFORMANCE

Room: Waikoloa 2

Chair: Terry Tompkins

Theorizing at an Intersection of Worldviews: Entrepreneurship in the Toquaht Nation

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Abstract: We draw upon research undertaken in partnership with the Toquaht Nation to explain how Indigenous conceptions of opportunity and entrepreneurship contrast with normative entrepreneurship theory. Our analysis explores five topic areas where a Toquaht perspective can provide opportunities for theory development: 1) nexus of entrepreneurship and the nature of entrepreneurial agency, opportunity recognition and assessment; 2) temporal dimensions of entrepreneurship; 3) nature of and motives for entrepreneurial behavior; 4) conceptions of wealth; and 5) entrepreneurial performance metrics. We also describe a socio-culturally sensitive decision support and monitoring system developed to evaluate entrepreneurial opportunities and to assess their impacts.

Benchmarking Strategic Orientation and Firm Performance: An Analysis of the Entrepreneurial Orientation Dimensions

Erik Markin¹, R. Gabrielle Swab², Robert Gigliotti³, Duncan Nicol⁴

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Abstract: Learning from other firms has been identified as an important resource for firm survival. Benchmarking is a learning mechanism that can aid firms in identifying superior organizational capabilities and behaviors among other firms. Firms that possess stronger benchmarking capabilities and are able to align their strategic posture with those of market leaders, are more likely to enjoy greater firm performance. One strategic posture that has been shown to lead to higher performance is a firm's entrepreneurial orientation (EO). However, despite this fact, the benchmarking of organizational entrepreneurial postures as a route to enhanced firm performance has received little attention. We empirically examine the firm performance benefits available from benchmarking the EO of top-performing firms. Results suggest that the alignment of some dimensions of EO with those of top-performers are salient to firm performance, while others identify potential weaknesses in the market-leader's posture.

A Capabilities Theory of the Emerging Firm

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Abstract: This paper develops theory to extend capabilities logic to the transactions emerging firms engage in with suppliers to create resources under uncertainty. This logic notes the value of flexibility under conditions of uncertainty and argues that the efficient choice between the autonomous flexibility of markets and the cooperative flexibility of hierarchies depends critically on the current capabilities of a chosen supplier. Although entrepreneurs cannot always anticipate the capabilities that will be required, they can determine the extent to which a supplier's current capabilities are predominantly specific, general, or flexible in nature. The paper proposes that the autonomous flexibility of markets is most efficient for governing transactions with suppliers that have deep levels of specific capabilities while the cooperative flexibility of hierarchical governance becomes increasingly efficient as a supplier's capabilities move from specific to general and from general to flexible.



Protests as a Double-Edged Sword in Emerging Industries: Evidence from the Commercial Drone Industry

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Abstract: Although emerging industries are increasingly seen as the outcome of social movement processes, protests have seldom been studied as sources of the liabilities of newness. We find that anti-technology protests exert two effects: one the one hand, they amplify perceptions of risk about the new technology and impede entrepreneurial entry, but on the other hand, protests create a demand for regulation, and in turn, regulations authorize a new technology and facilitate entrepreneurial entry. Thus, protests are a double-edged sword in emerging industries; they produce liabilities of newness by constructing risk, but attenuate the liabilities of newness due to their effects on regulation. We discuss the implications for social movements, entrepreneurship, and science and technology studies.

11:00 am - 12:15 pm IB I: VENTURE CAPITAL, FDI, LIABILITY & COMPENSATION

Room: Waikoloa 3

Chair: Krystal Miguel

Foreign Venture Capital Firms and Internationalization of Ventures

Heejin Woo¹

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Abstract: This study examines how foreign venture capital firms affect the international strategy and performance of their investee ventures.

Active Pursuit versus Passive Escape? Revisiting the Linkage between Inward FDI and Outward FDI in Emerging Markets

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Abstract: Inward foreign direct investment (IFDI) is a key driver of emerging market multinational enterprises' (EMNEs) outward foreign direct investment (OFDI). However, extant research on IFDI-OFDI linkage typically treats OFDI as homogeneous capital flow to overseas markets, without adequately distinguishing the different destinations of the OFDI driven by IFDI. Moreover, extant research mostly treats EMNEs' OFDI as an isolated strategy, without sufficient attention to its role in EMNEs overall expansion blueprints. To address these gaps, this study extends the IFDI-OFDI linkage (1) by distinguishing EMNEs OFDI in different destinations and (2) by examining EMNEs OFDI tendency, vis-à-vis domestic investment, in their overall expansion. Using panel data on 1,334 Chinese firms, I find IFDI promotes EMNEs OFDI towards more advanced host countries than their home country/region but not less advanced host countries. Moreover, IFDI reinforces EMNEs OFDI tendency. This study advances the IFDI-OFDI linkage in two critical dimensions, thereby enhancing our understanding of EMNEs' motivations behind OFDI.



When Mitigating the Liability of Foreignness Is Liable to Backfire: The Case of Cross-listed Firms

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Abstract: We advance and test the notion that internationalizing firms engaged in efforts to overcome the liability of foreignness may inadvertently create a new home-country liability. We illustrate our arguments in the context of firms operating in multiple capital markets (i.e., cross-listed firms) to suggest that as firms adapt to foreign markets, dissonant host- versus home-country cultural norms may result in adverse performance outcomes. Specifically, we find that when cross-listed Dutch firms adapted to US/UK norms by eschewing a domestically legitimate Dutch way of reporting earnings forecasts (using a numerically codified verbal scale), they experienced significant stock market devaluations. We conclude by discussing the implications of our study for research on internationalization, the liability of foreignness, and the socio-cultural embeddedness of markets.

Acquiring Firm Ownership and Compensation Structures: Implications for Post-Acquisition Outcomes In Service Sector Cross-Border Transactions

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Abstract: Drawing on agency theory, corporate governance, and the merger and acquisitions literatures, we develop arguments relating firm ownership and CEO compensation structures to post-acquisition performance of cross-border acquisitions. The study is based on a sample of 155 large cross-border acquisitions in the service sector undertaken by 140 U.S. acquiring firms in 31 countries during 1991-2006. Findings indicate that while greater equity ownership by CEO had no impact, that by outside directors is positively associated with post-acquisition performance. In addition, shareholder value creation in the year following the acquisition was lower when long-term contingent compensation formed a significant part of an acquiring firm's CEO's compensation structure. In addition, while ownership by institutional investors was not significantly associated with acquisition performance, we found ownership by dedicated institutional investors to be positively associated with performance.

12:30 pm - 2:00 pm PRESIDENTIAL LUNCHEON & AWARDS (KONA 4 & 5)

For all registered participants. The event will include WAM awards and important announcements.

2:30 pm - 3:45 pm ASCENDANT SCHOLAR SESSION

Room: Kona 4 & 5

Chair: Sarah Kovoov, University of Denver

Jeffrey S. Bednar, Brigham Young University

Oliver Schilke, University of Arizona

Lauren Lanahan, University of Oregon

Chenwei Li, San Francisco State University

The Ascendant Scholar award recognizes individuals who are considered "ascendant," based on their academic record of research, teaching, service, and a professional trajectory or potential that looks very promising for the future. They typically have a maximum of six to seven years of experience, preferably from or with strong



connections to business schools in the Western Academy of Management region. In this session, the 2020 Ascendant Scholars will discuss their research and personal journeys that have led them to this stage of their academic lives.

2:30 pm - 3:45 pm TECHNOLOGY & INNOVATION

Room: Kona 2

Chair: Rick Cotton

A Cross-Level Analysis of Firm and Country Level Influences on Firm Innovation: Extension of Institutional Anomie Theory

Sahrok Kim¹, K. Praveen Parboteeah², John Cullen³

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Abstract: Firm innovation has been extensively studied, but gaps remain as to (a) the unique combinations of cultural and institutional drivers of firm innovation, (b) their interactional effects on such innovation, and (c) the manner by which pressures in a firm can also lead to the adaptation of innovation. Drawing from the sociological framework of Institutional Anomie Theory (IAT), we hypothesized that innovation is a positive deviance to anomic conditions in societies. This paper includes multi-level analysis, integration of both firm and country level data, and cross-level predictions about firm innovation from 36,521 firms in 20 countries. The result showed support for the presence of anomic conditions at both firm and societal levels predicting innovation consistent with the theory. Interesting findings also include non-significant interaction effects. Finally, we discuss the results and implications, and conclude with limitations and future research.

Distant and Distinct: Search and Organizational Learning Types in Technological Innovation

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Abstract: In spite of longstanding interest in the importance of organizational learning for new product development efforts, there is a dearth of research into the use of distinct learning types as the innovation process unfolds. Our paper represents an attempt to more fully engage with this issue, particularly as it relates to innovations of high technological novelty. A study of startup firms in the biopharmaceutical and medical device industries reveals that the learning patterns of organizations pursuing high novelty offerings are characterized by two key properties. First, in comparison to their lower novelty peers, these firms incorporate a diversity of learning types into their efforts from an early stage in the innovation journey. Second, the external firms chosen as referents for learning purposes originate from outside the industry of the high novelty organizations, with processes of analogical reasoning and inference employed to surface lessons useful for their own innovation plans.

Clustering and Connectedness: How Inventor Network Configurations within Incumbent Firms Influence their Assimilation and Absorption of New Venture Technologies

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Abstract: Evolving technological landscapes often make it essential for incumbent firms to revitalize their technological core by absorbing the technologies of new ventures. We explore how an incumbent firm's internal



inventor network configuration influences its ability to assimilate and absorb new venture technologies. We find that incumbents that have internal inventor network configurations that are highly clustered, based on prior inventor collaboration, are more likely to build on new venture technologies. These clusters create a trusting environment with a common vernacular that facilitates individuals' translating and sharing with their coworkers the technological insights that they have derived through their interactions with outside sources. In contrast, having a highly connected inventor network decreased the extent to which our sample incumbent firms absorbed new venture technologies.

Soft Power and Firm Valuation in Nascent Fields

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Abstract: This paper proposes a model of firm valuation in nascent fields. Nascent fields are completely new markets characterized by extreme ambiguity that invalidates most of the known theoretical perspectives explaining valuation. We hypothesize that firms venturing into nascent fields may achieve high valuation by adopting soft power tactics such as strategic timing, illusion of power, and exploitation of others' tendencies in an attempt to become cognitive referents for these markets. We further identify CEO regulatory focus as driving firms' motivations to pursue such tactics. The analysis of a panel of innovation-intensive firms supports our framework. We conclude that while perspectives involving competency, efficiency, and learning may be useful in explaining firm valuation in established markets, a perspective involving soft power is better fitted to explain firm valuation in nascent fields plagued by extreme ambiguity. Our main contribution is to the study of power in nascent fields.

Evolving a Value Chain to an Open Innovation Ecosystem: The Role of Stakeholders in Customizing Medical Implants

Krithika Randhawa¹, Joel West², Katrina Skeller¹, Emmanuel Josserand¹

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Abstract: While ecosystems can be used create competitive advantage, how does this apply to firms with long-established business models, particularly when it requires a shift from closed, vertically integrated value creation

to an open innovation (OI) model of co-created value? We examine an example of how such a transformation has been approached for orthopaedic medical implants, and how one firm plans to implement a shift from mass production to mass customization. Using interviews, observations and archival data from three continents, we show how an ecosystem can be transformed to reflect the new value creating activities of a radical innovation. It also contributes to OI research on the importance of external ecosystems and non-economic incentives in promoting an OI strategy. Finally, it demonstrates how technology sourcing and commercialization strategies can be linked by a firm using OI to deploy a radical innovation.



2:30 pm - 3:45 pm **OB/HR IV: WORK AND FAMILY**

Room: Kona 3

Chair: Robert Gephart

Rude at Work: Mood and Attitude Implications for Work and Family

Suzanne Zivnuska¹, Dawn Carlson¹, John Carlson², Kenneth Harris², Ranida B. Harris², Matthew Valle³

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Abstract: We examine how being rude at work impacts one's own moods and attitudes. Using affective events theory (AET), we argue that when an employee enacts negative workplace events, such as information and communication technology incivility (ICT incivility), the employee may experience a negative mood. In turn, this negative mood may have a detrimental effect on attitudes regarding work and family. Survey results (260 subjects, two surveys 6 weeks apart) indicate that ICT incivility aggression was negatively related to positive affect and positively related to psychological distress. Furthermore, in the work domain, the relationship between ICT incivility aggression and job satisfaction was mediated by positive mood, but not by psychological distress. In the family domain, with the relationship between incivility and family satisfaction being mediated by psychological distress, but not mood. Practical implications and directions for future research are discussed.

Warm and Competent? How Social Evaluations Determine the Effectiveness of Family Supportive Supervision

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Abstract: Although the work-family literature is clear that FSSB are related to work-family conflict, what is less understood is why FSSB are effective and when they may be more or less effective. The purpose of the current study, therefore, was to develop and test a theoretical model that examines how FSSB are perceived and interpreted by employees through the lens of the stereotype content model. Based on social role theory, we also examine employee gender role beliefs as a boundary condition for when FSSB engender more or less favorable social evaluations of a manager. Across two studies, our results suggest that perceptions of supervisor warmth and competence mediate the relationship between FSSB and work-family conflict, and that employee gender role beliefs moderate the relationship between FSSB and perceptions of supervisor competence and warmth.

From Engaged Worker to Workaholic: A Mediated Model

Matt Huml¹, Elizabeth Taylor², Marlene Dixon³

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Abstract: Work engagement and workaholism had initially been viewed as opposite types of work commitment, with work engagement being positive work-related effects and workaholism leading to negative work-related effects for the employee. More recently, scholars have begun to question overlapping conceptual connections between work engagement and workaholism. We used a structural modeling approach to examine the relationship between work engagement, workaholism, and work-family conflict. This model was tested within the context of athletic department employees (N = 4,167). Results indicated a significant, positive relationship between work engagement and workaholism. Work-family conflict was found to successfully partially mediate the relationship between work engagement and workaholism. These findings suggest engaged workers are at risk of transitioning to workaholics, with work-family conflict functioning as a deterrent to reduce the transition towards workaholism.



Increased Healthcare Utilization as a Product of Abusive Supervision: The Role of Gender

Merideth Thompson¹, Dawn Carlson², Wayne Crawford³, Micki Kacmar⁴, Sally Weaver⁵

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Abstract: We test the effects of abusive supervision on employee health outcomes. We argue that the effect of abusive supervision on objective health outcomes is serially mediated by work-family balance and burnout, and that gender moderates the relationship between abusive supervision and work-family balance, such that the relationship is stronger for men. We investigate the effect of abusive supervision, through work-family balance and burnout, on the objective health outcomes of chronic illness and pain medications and number of visits to a medical professional with 155 respondents. We find that abusive supervision indirectly leads to higher levels of chronic illness and pain diagnoses, and ultimately to increased healthcare utilization via greater use of chronic illness and pain medications and increased medical visits.

3:45 pm- 4:00 pm **BREAK (Lagoon Lanai)**

4:00 pm - 5:30 pm **PANEL – SUBVERSIVE CREATIVITY IN THE ARTS**

Room: Kona 2

Paul Hirsh, North Western University
Jean Hirsch, Evanston Art Center
Sonia Coman, Smithsonian Institute
Michael Mauskopf, Columbia University
Pilar Opazo, Boston College
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Abstract: The arts provide a natural site for models of subversive creativity. Exemplars of how innovators in art, music and other creative fields challenge taken-for-granted-assumptions about politics and the arts are presented and discussed in this session. The panel's expert presenters include an artist, musician, art historian, and arts researcher(s).

4:00 pm - 5:30 pm **OB/HR V: GRATITUDE, JARGON & LEADERSHIP**

Room: Kona 3

Chair: Mai Trih

The Illusion of Alignment: A Model of Front-Line Leader and Human Resource Management Consensus

Scott Rankin¹

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Abstract: Process perspectives in Human Resource Management (HRM) research view HRM practices as messages sent to employees regarding organizational expectations. Process models often include consensus amongst decision makers as a source of variation in the message, but use a simple model of consensus that fails to capture the interpretive process. This case study of construction apprentice employers proposes and tests a more comprehensive model of consensus and finds that while surface agreement on HRM practices is common, a



deeper consensus on how those are enacted often does not exist. The model proposed here offers insight into the gap between intention and implementation in HRM and offers a path forward for research on consensus in HRM.

Why I Talk with Big Words: Low-Status Threat Increases the Use of Jargon

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Abstract: We explored the role of status in the use of jargon. We hypothesized low-status individuals use more jargon to signal competence to others. In two archival studies, dissertations (N=30,000) and social psychology posters (N=3500) from lower-status schools used more jargon in their titles. An experiment (N=562 MBA students) manipulated status and found low status increased the use of jargon.

Gratitude Expression Drives Unethical Pro-Beneficiary Decisions in Moral Dilemmas

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Abstract: Extant research has documented numerous benefits of gratitude expression in social settings, as it strengthens interpersonal relationships and evokes prosocial motivation and action. However, we argue that a benefactor's prosocial motivation evoked by a beneficiary's gratitude expression can paradoxically drive the benefactor's unethical pro-beneficiary decision in a three-party interaction characterized by a moral dilemma, where a benefactor has to choose between two competing courses of action. Across three complementary experiments, we found supportive evidence. Our findings were robust, even when we accounted for a range of perceptual, motivational, and dispositional factors. The present research not only contributes to the growing inquiries regarding unethical pro-other action, gratitude expression, and prosocial motivation, but also offers significant practical implications, given the prevalence of moral dilemmas in social interactions.

4:00 pm - 5:30 pm ENT III: OWNERSHIP, CAPABILITIES & RESOURCES

Room: Waikoloa 2

Chair: Jim Downey

An Equity Theory Perspective of Ownership Structure Splits Among New Venture Founders

David Noack¹, Douglas Miller², Rebecca Guidice³

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Abstract: Adopting an effective equity ownership structure is a key challenge facing nascent ventures. We argue that equity ownership decisions are subject to conditions of uncertainty and information scarcity, demonstrate a lead founder's steward behavior, and significantly impact the future viability of the startup. Our results suggest that founders high in psychological ownership retain more individual equity ownership during the nascent stage of new venture creation. This effect is minimized as the founder perceives higher levels of environmental uncertainty. To understand the effect of this equity ownership decision, we examine these nascent firms one year later and discover that nascent founders who retain a greater percentage of equity ownership are more likely to formally launch the new venture, moving beyond the nascent stage, and reach their respective markets.

Co-Creators Vs. Co-Founders: How Solo-Founded Ventures Can Perform as Well as or Even Better than Co-Founded Ventures



Travis Howell¹

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Abstract: The choice of whether to remain solo or find co-founders is one of the most fundamental decisions each entrepreneur must make. Yet, while past empirical research finds that larger founding teams outperform smaller teams on average, the existing literature is not clear regarding when and how solo founders might be able to perform as well as or even better than co-founders. Using in-depth qualitative data on 70 entrepreneurial ventures, we address this gap. Our findings reveal how solo-founders strategically use co-creators rather than co-founders to overcome liabilities, retain control, and mobilize resources in unique and unexpected ways. Further, our findings reveal how co-founders may often be detrimental to building a successful venture. More broadly, our findings add fresh contributions to the fields of entrepreneurship and strategy.

4:00 pm - 5:30 pm IB II: MARKET ENTRY, NON-MARKET STRATEGIES & ENTREPRENEURIAL INTENTIONS

Room: Waikoloa 3

Chair: Chet Barney

Non-Market Strategy as an Outgrowth of Organizational Identity, Image, and Institutional Alignment

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Abstract: The use of non-market strategy efforts to use regulators or public policy to achieve competitive advantage has been primarily conceptualized as a response to the demands of the institutional environment. These institutional demands no doubt have a direct effect on firms' strategic actions. However, we argue that an organization's identity the way organizational members' view of themselves - and image - the way organizational members believe others view the organization - can also act as important determinants of such choices. Building on the organizational identity literature, we describe how the (mis)alignment of organizational identity and image with the CPA institutional environment may influence how firms seek competitive advantage through non-market action. Following this logic, we develop a four-part typology that suggests a firm's optimal methods of CPA engagement. We close with a discussion of research and policy implications.

Navigating Political Animosity: Emncs' Market and Non-Market Strategy in a Developed Market

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Abstract: In the recent years, many EMNCs opt for mergers and acquisitions to expediently upgrade their strategic capabilities. To successfully achieve their strategic goals in the developed markets, EMNCs may have to navigate the uncertainty derived from the unstable political relationship between their home emerging economy and host developed economy. We study the influence of political animosity on the EMNCs' market and non-market strategy. We find the less aligned the governments stand on international issues, the more likely EMNCs will be engaged in market strategy by acquiring less ownership stake in the developed market as well as engaged in the non-market strategy by increasing lobbying activities. In addition, EMNCs cross-listing in the developed market will positively moderate their market strategy, but not their nonmarket strategy.



Foreign Market Entry and Internationalization Motives: An Exploratory Analysis of Central and Eastern European Firms

Kaveh Moghaddam¹, Sara Azarpanah², Veselina Vracheva³, Thomas Weber⁴, Ryan Mason³

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Abstract: Using competing hypotheses based on the Uppsala and springboard models, this exploratory study examines the location choices of international M&As originating from Central and Eastern European (CEE) firms. Data analysis of 1,395 international M&As during the 2000-2014 period suggests that the top target region for CEE firm international M&As is Central and Eastern Europe, followed by Western and Southern Europe. In addition, the motives of CEE firm international M&As are qualitatively examined by a panel of experts and the results support the notion that firms from developed and emerging markets exhibit different internationalization motives. The findings indicate that beyond market seeking as the top motive driving cross-border M&As, CEE firms pursue international M&As for global-value-consolidation seeking and knowledge seeking, rather than resource seeking or efficiency seeking.

Corruption and Entrepreneurial Intentions: A Cross-National Comparative Perspective

Yefeng Wang¹, Yifan Wei², Da Huo³

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Abstract: How does corruption in a country affect entrepreneurship? The literature provides conflicting views, with one stream suggesting that corruption is detrimental to entrepreneurship, and another stream suggesting that corruption is beneficial. Our study is designed to reconcile this conflict by arguing that individuals simultaneously weigh the expected returns against the expected risks of entrepreneurship as corruption deteriorates. We suggest that there is a U-shaped relationship between corruption and entrepreneurial intention, and such relationship is moderated by two institutions: the level of market development and the level of restraint culture. Using cross-national data that includes 109 countries, our hypotheses receive strong support. Our study sheds new light on the role of corruption in entrepreneurial intention and complements the literature of entrepreneurial ecosystems and international business.

8:00 – 10:00 pm LAST SESSION (Location TBD)

Participate in the tradition of the Last Session. Relax, socialize and enjoy the WAM state of mind.



SATURDAY MARCH 21, 2020

SCHEDULE OVERVIEW

6:45 am - 7:45 am	BREAKFAST & WAM BUSINESS MEETING (Kona 4 & 5)
8:00 am - 9:15 am	CONCURRENT SESSIONS (see full schedule below)
9:15 am - 9:30 am	BREAK (Lagoon Lanai)
9:30 am - 10:45 am	CONCURRENT SESSIONS (see full schedule below)
10:45 am - 11:00 am	BREAK (Lagoon Lanai)
11:00 am - 12:30 pm	CLOSING SESSION: "Re-imagining Organizations: Leadership Grounded in Hawaiian Cultural Values" (Kona 4)

6:45 am - 7:45 am BREAKFAST AND WAM BUSINESS MEETING

Room: Kona 4 & 5

All are welcome for breakfast and to hear how WAM is doing as an organization.

8:00 am - 9:15 am SYMPOSIUM – DEVELOPING ORGANISATIONS AS A FORCE FOR GOOD: SUBVERSIVE CREATIVITY IN MANAGEMENT RESEARCH AND PEDAGOGY

Room: Kona 1

Rajnandini Pillai¹, Bennett Cherry¹, Merryl Goldberg¹, Ranjeeta Basu¹, Preeti Wadhwa², Kevin Lowe³, Ronald Riggio⁴
¹California State University San Marcos, ²Cal Poly Pomona, ³The University of Sydney, ⁴Claremont McKenna College
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Abstract: This session revolves around the concept of developing better businesses as forces for good through a variety of research and pedagogical approaches that are not mainstream but rather creative in a subversive kind of way. In keeping with the WAM 2020 theme, the symposium takes a highly interdisciplinary approach and highlights the importance of introducing business students to concepts from the arts (e.g., music, film, drama) based on preliminary research about the importance of arts education and presents a very successful mindfulness (contemplative pedagogy) initiative on a campus. Additionally, the symposium will promote a dialogue surrounding integration of service learning pedagogy in the business school curriculum. Finally, we present a framework for responsible followership highlighting the importance of a collective effort to better the world involving both leaders and followers.



8:00 am - 9:15 am PANEL – THE SUBVERSIVE CREATIVITY OF IGNATIUS OF LOYOLA: CONTRIBUTIONS TO PEDAGOGY

Room: Kona 2

Richard Stackman, University of San Francisco
Paul Buller, Gonzaga University
Ellen Ensher, Loyola Marymount University
Patricia Martinez, Loyola Marymount University
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Abstract: As we consider how we can build organizations that elicit the best in our human natures, we need not only rely on finding new ways to reimagine how we do business but, instead, can look to established traditions. The story of Ignatius of Loyola, the founder of the Roman Catholic order called the Society of Jesus (the Jesuits), is certainly consistent with the WAM conference theme of 'Subversive Creativity'. Ignatius' life was marked by a significant personal transformation. During this session, each panelist will discuss how Jesuit traditions and the lessons imparted inspire how we teach and, thus, impact current and future business leaders. These topics include the: (1) Ignatian Pedagogical Paradigm; (2) Discernment and Vocational Decision-making; (3) Aristotle Meets Ignatius: 'Cura Personalis' and the Case for Student Well-being; and (4) the Management Exercises. This panel session will conclude with an open discussion forum.

8:00 am - 9:15 am SYMPOSIUM – DEVELOPING LEADER IDENTITY IN DIVERSE POPULATIONS

Room: Kona 3

Jeffrey Yip¹, Amber Kea-Edwards², Katherine Cotter², Thiraput Pitichat²
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Abstract: As a step in addressing this issue and facilitating leader development of diverse leaders, the papers in this symposium provide evidence-based perspectives aimed at cultivating a healthy and integrated leader identity for new leaders. In addition to theory elaboration, a key contribution of the papers in this symposium is an emphasis on practice. By cultivating and integrating a leader identity within existing multiple identities - through coaching, international assignments, and feedback - the authors target real change in diverse leaders that may result in the experience of more meaning at work and in life.

8:00 am - 9:15 pm LEADERSHIP: MOTIVATION, GENDER, IDENTITY & CREATIVITY

Room: Waikoloa 2

Chair: Antoaneta Petkova

How to Motivate Retail Frontline Employees' Cross-selling? The Role of Servant Leadership, Thriving at Work, and Ambiguity regarding Customers

Angela Xu¹, Vicky S.Z. Lin¹, Raymond Loi², Cheris W.C. Chow²
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Abstract: Cross-selling is one of the most important sales strategies retail organizations adopt to drive business revenue and increase customer lifetime value. While considerable efforts have been devoted to developing data-



based cross-selling models, little is known about how and when managers can motivate frontline employees to cross-sell. Guided by Spreitzer et al.'s (2005) socially embedded model of thriving at work, we propose servant leadership as the enabler of retail employees' thriving, which in turn promotes their subsequent engagement in cross-selling. We further investigate ambiguity regarding customers as an adverse work context constraining the positive impact of servant leadership. A three-wave data from 196 frontline employees and their store managers in a retail chain in China provides support to our predictions. The present research offers important theoretical and practical implications for management and retailing areas.

Character-Based Judgment: Does Gender and Context Matter?

Marlene Janzen Le Ber¹, Lucas Monzani¹, Mary Crossan¹

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Abstract: An understanding of how embedded gender, racial, and social class realities within organizations impact the activation and development of leader character and thus judgment and rational decision-making is limited. We offer an empirical examination to address whether gender and context matter with respect to the development of character in institutions of management learning and education, under the premise that character elevates leaders' rational decision-making and transforms it into character-based judgment. This quantitative survey study uses three gendered-based leadership theories- role congruency, stereotype threat, and double bind in a Canadian university with a prestigious business school and a women's university affiliate. We found statistically significant stereotypical gender differences in self-reported leader character dimensions between men (n=1224) and women (n=943) in the co-ed masculine dominant environment using MANOVA.

A Model of Creativity in Distant Contexts: How Leaders Influence Creative Cognitions and Build Ambidextrous Capability

Jared Law-Penrose¹, Chris Hartwell², Brad Alge³

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Abstract: How does one lead followers to achieve creativity in distant, global contexts? Integrating micro-based concepts of creative tension with macro-based concepts of paradox (e.g., exploitation vs. exploration) and ambidexterity, we develop a leader-follower model suggesting that the conditions for individual creativity are most favorable when a follower is willing to be vulnerable and take risk in situations that are viewed as moderately ambiguous. The leader plays a critical role in influencing these creative cognitions. Moreover, the distance between a leader and follower serves as an important contextual constraint affecting key cognitions, but one that can be managed through the strategic use of transformational and transactional behaviors. We discuss implications for creativity and innovation, and how leaders help build organizational ambidexterity one relationship at a time.

Is it Just Me or Am I the People's Choice? Examining Asymmetry in the Leader Identity Construction Process

Amy Bartels¹

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amy.bartels@unl.edu

Abstract: From sports teams to workgroups, the search to identify leaders is often a necessary and important process. During this search, an individual on the team has three potential levels of self that come into play (individual, relational and collective). Grounded in leadership identity construction theory and stress appraisal theories, this study focuses the three components of the leader identity construction process - individual



internalization, relational recognition, and collective endorsement - and the implications for an individual when there is asymmetry between two of the components. Using data from 106 individuals on a collegiate football team in the United States over 12 consecutive weeks, the findings show that asymmetry is positively related to perceptions of job demands which then leads to diminished well-being.

**8:00 am - 9:15 am SYMPOSIUM – A CRITICAL LOOK AT THE INFLUENCE OF TECHNOLOGY ON
MANAGEMENT PRACTICE AND PEDAGOGY: UNCHALLENGED ASSUMPTIONS AND UNINTENDED
CONSEQUENCES**

Room: Waikoloa 3

Kim Hinrichs¹, Andrew Hinrichs², Suzanne Zivnuska¹, Kathleen Dale³, Christopher Bradshaw², Sahrok Kim²

¹California State University, Chico, ²California State University, Stanislaus, ³Minnesota State University, Mankato
khinrichs@csuchico.edu

Abstract: We aim to explore the unexamined issues and assumptions that have been overlooked or suppressed regarding the ever increasing use of technology in management education and extend the critical debate on the impact of technology on university faculties and students. In addition we address changes in the management profession predicted to take place in the not too distant future as artificial intelligence begins to perform more and more of a manager's work and the implications of those changes on management education. Our presentations taken together will provide practical considerations for pedagogy and research as well as provocative questions to debate at the end of the session and into the future.

9:15 am- 9:30 am BREAK (Lagoon Lanai)

**9:30 am - 10:45 am SYMPOSIUM – CUTTING-EDGE RESEARCH ON IMPLICIT LEADERSHIP THEORIES
(ILTs)**

Room: Kona 1

Ronald Riggio¹, Kevin Lowe², Susan Murphy³, Dayna Walker⁴, Tiffany Hansbrough⁵, David Day¹

¹Claremont McKenna College, ²University of Sydney Business School, ³University of Edinburgh, ⁴San Francisco State University, ⁵Fairleigh Dickinson University
ron.riggio@cmc.edu

Abstract: This symposium pushes out the boundaries of research in Implicit Leadership Theories (ILTs), looking at the role that implicit theories play in: understanding the changing roles that women leaders are expected to play in organizations, in understanding why people might be attracted to a 'negative' or tyrannical leader, in images of creative leaders, and we will also explore implicit theories about colleagues/co-workers' Implicit Peer Theory.



|
9:30 am - 10:45 am **OMT: LOVING MAN, RELATIONS, SURVIVAL, TENSIONS & STIGMA**

Room: Kona 2

Chair: Max Ganzin

Subversive Creativity in an Aspirational Organization: How Burning Man Actualizes Behaving in a Loving Way

Duane Hoover¹, Sheila Hoover¹

¹Texas Tech University

duane.hoover@ttu.edu

Abstract: The Burning Man Project organization and the execution of the Burning Man event are presented as exemplars illustrating the actualization of behaving in a loving way. Burning Man is characterized as an aspirational organization that has created a set of 10 Burning Man Principles that reflect the values of the community of Burning Man as well serving as a guide to organizational decision-making. The 10 Principles are examined from the perspective of behaving in a loving way. The paper concludes with theoretical framework illustrations and qualitative data examples from Burning Man participants and events.

Make it Personal (Or Not): A Relational Multiplexity Framework of Entrepreneurs' Personal Tie Activation in Venture Fundraising

Han Jiang¹, Rosey Bao²

¹Tulane University, ²Elon University

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Abstract: Building on the relational multiplexity perspective, this study develops a theoretical framework that highlights the decision mechanisms behind entrepreneur-investor tie activation in venture fundraising. We posit that entrepreneurs and venture capitalists are embedded in two relationships with each other: their personal ties, and the potential investment ties between their firms. When ventures are of low quality, entrepreneurs will activate their personal ties with venture capitalists to normatively obligate them to invest. Instead, when their ventures' quality is high, they will be motivated to introduce the favorable investment opportunities to their venture capitalist contacts so as to advance the valuable entrepreneur-investor ties. Moreover, given the different motivations behind these two scenarios of tie activation, entrepreneurs will be motivated to activate personal ties with different strengths and with different venture capitalists for low- and high-quality ventures.

When Silence is Not Just Golden but Vital for Emotional Survival: The Use of Personal Diaries as a Coping Strategy in Extreme Contexts

Madeleine Rauch¹, Shaz Ansari²

¹Stanford University/Copenhagen Business School, ²University of Cambridge

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Abstract: People working in extreme contexts, such as war zones, suffer emotional distress from experiencing unfiltered brutal reality and feelings of helplessness to alleviate human suffering because of resource and infrastructure constraints. However, they may not display their emotions in the field, as these contexts are characterised by a culture of silence, where people are inclined to suppress displaying their emotions in public despite being encouraged by their organisation to share them. How, then, do individuals working in extreme contexts manage emotional distress? We analysed field data from visits to war-torn environments and examined 53 personal diaries and interviews of people working with Médecins Sans Frontières, also known as Doctors Without Borders. We illustrate how actors cope with emotional distress through journaling or writing personal diaries in their own personal and judgement-free space. We develop a model to explain how people manage



difficult experiences in extreme situations by being silent rather than being silenced. We contribute by shedding light on a novel coping mechanism to deal with emotional distress and depict how silence in the field can be positive—a voluntary and even a vital self-censorship strategy for emotional survival, health and wellbeing in extreme situations.

Pulled in Two Directions: How Embedded Professionals Resolve Incompatibility between Organizational Work Demands and their Professional Mandates

Gabby Cunningham¹, Marina Biniari², Gabrielle Cunningham³, Kurt Sandholtz¹

¹Brigham Young University, ²Aalto University, ³University of Oxford

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Abstract: Most professionals are hired to use their professional expertise to serve an organization's objectives. Because of their simultaneous membership in a profession and an organization, organizationally embedded professionals may be asked to perform tasks that benefit the organization but threaten their professional mandate. This study examines how organizationally embedded professionals reconcile the torsion that can arise between these two valued bases of membership. Across three Fortune 200 organizations, we interviewed 100 engineers (and 26 support staff) in four engineering workgroups faced with organizational work demands that threatened their professional mandate. We show how different workgroup responses-compliance, selective compliance and resistance- prompted identity torsion that engineers resolved through unique patterns of conciliatory identity work.

The Stigma Premium: Rewarding Deviance in Washington's Marijuana Market

Cyrus Dioun¹

¹University of Colorado Denver

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Abstract: Organization theorists explain the puzzling persistence of stigmatized organizations despite fierce opposition by detailing strategies organizations pursue to decrease public scrutiny. These explanations foreground how organizations attempt to conceal their stigma in order to decrease opposition from outsiders (hostile audiences), but rarely describe how these stigma management strategies affect selling products to insiders (customers). In this paper, I challenge and extend extant theories of organizational stigma by showing how embracing stigma can be an asset and how attempts to make a product appear more socially acceptability can be a liability. Using deep learning for text classification to analyze product descriptions advertised by retailers in Washington State's recreational cannabis market, I find that organizations that diluted stigma by describing cannabis's socially acceptable applications performed worse than organizations that did not. In contrast, organizations that highlighted the potentially offensive aspects of their products performed better than organizations that did not—but only in areas where there was significant opposition to cannabis legalization. Together, these findings suggest that stigma could be an asset, not a liability, because it can be leveraged as a form of countercultural distinction.



9:30 am - 10:45 am SYMPOSIUM – SUBVERTING OUR ASSUMPTIONS ABOUT CREATIVITY AND SUCCESS: EVIDENCE FROM THE GLOBAL MUSIC INDUSTRY

Room: Kona 3

Johan Chu¹, Sharon Koppman², Michael Mauskopf³, Paul Hirsch¹

¹Northwestern University Kellogg School of Management, ²University of California Irvine Merage School of Business, ³Columbia Business School
johan.chu@kellogg.northwestern.edu

Abstract: Research on the creative industries has played an increasingly central role in the development of organizational theory and the study of organizations more generally since at least the 1970s (e.g., Hirsch 1972, Barley 1983, DiMaggio and Powell 1991), and continues to inform our understanding of the practice of art and

business in contemporary society (Jones et al. 2015). Creative industries are those involved in the production and circulation of symbolic goods, and include advertising, architecture, art and antiques, crafts, design, fashion, film, food, publishing, radio and television, music, and other performing arts (DCMS 1998). In this symposium, we highlight one creative industry in particular--the music industry--with three papers that use novel data and theoretical approaches to explore the relationship between creativity and success.

9:30 am - 10:45 am PANEL – FINDING “A LOVING WAY” ACROSS INTERNATIONAL BOUNDARIES: REFLECTIONS ON THE FULBRIGHT EXPERIENCE

Room: Waikoloa 2

Richard Moore- California State University Northridge

Ellen Ensher- Loyola Marymount University

Joan Winn- University of Denver

Shanthi Gopalakrishnan- New Jersey Institute of Technology

Eric Kessler- Pace University

Monica Hernandez- St. Edwards University

Richard Kernochan- California State University, Northridge

richard.moore@csun.edu

Abstract: U.S. relations with the world are in an up roar, relations with historic allies are deteriorating, developing nations are less sure about what the U.S. stands for. The Fulbright Program Scholars program, is intended to build bridges between the U.S. and other countries through person to person contact. The goal is for citizens of the other countries to see what American scholars are like first hand, and engage with them in personal way. The program also wants American academics to experience other countries and learn about them in-depth. Ultimately the program wants to ‘find a loving way’ to build bridges between the US and other nations at a human level. This panel is designed to kick start the development a network of Fulbrighters within the WAM Community and encourage other WAM members to participate in the program.



**9:30 am - 10:45 am PANEL – THE GOSPEL OF MILTON FRIEDMAN AND THE DEATH OF THE INVISIBLE HAND:
WHY WE NEED TO SUBVERT THE MODERN OPERATIONALIZATION OF ADAM SMITH’S WORKS**

Room: Waikoloa 3

Michael Stevens- Weber State University
Bryant Thompson- Weber State University
Jennifer Anderson- Weber State University
Shaun Hansen- Weber State University
Wendy Fox-Kirk- Weber State University
David Read- Weber State University
mjstevens@weber.edu

Abstract: On August 19, 2019, the Business Roundtable group- an association of America’s leading CEOs- issued a groundbreaking statement in which they assert that the purpose of a corporation must be redefined to promote ‘an economy that serves all Americans’ (Business Roundtable, 2019). We heartily agree with this momentous change of thinking, but argue that mere rhetoric is not enough. In this panel presentation, we will examine ways in which indoctrinated assumptions must be challenged if we are to find creative ways of subverting the deep-seated barriers that will prevent businesses from serving all stakeholders.

10:45 am- 11 am BREAK (Lagoon Lanai)

**11:00 am - 12:30 pm CLOSING SESSION: “RE-IMAGINING ORGANIZATIONS: LEADERSHIP GROUNDED IN
HAWAIIAN CULTURAL VALUES”**

Room: Kona

CHAIR: Joyce Osland- San Jose University

PANELISTS:

Pono Shim, Oahu Economic Development Board
Miki Tomita, Education Innovation
Manako Tanaka, Oahu Visitors Bureau
Jessica Welch, Manoa Heritage Center

Discussants:

Nancy Harding, University of Bath.
Linda Smircich University of Massachusetts and
Marta B. Calás, University of Massachusetts

Abstract: Mālama is the Hawaiian word meaning to take care of, to serve and to honor, to protect and care for. This panel session showcases what we can learn from local leaders of business and non-profit organizations that incorporate the mālama ethic and other Hawaiian cultural values into their workplace and organizational outputs. PLEASE JOIN US TO COLLECTIVELY RE-IMAGINE OUR ORGANIZATIONS



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 2016—Paul Olk, *University of Denver*
 2015—Chris Zatzick, *Simon Fraser University*
 2014—David Hannah, *Simon Fraser University*
 2013— Bambi Douma, *University of Montana*
 2012—Jeffrey P. Shay, *Washington & Lee University*
 2011—Sally Baack, *San Francisco State University*
 2010—Richard W. Stackman, *University of San Francisco*
 2009—Paul Hirsch, *Northwestern University*
 2008—Phil Gorman, *California State University, Northridge*
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 2003—B. Thomas Mayes, *California State Univ., Fullerton*
 2002—Joyce Osland, *San Jose State University*
 2001—Gretchen Spreitzer, *University of Michigan*
 2000—Steven M. Sommer, *University of Nebraska*
 1999—Kimberly B. Boal, *Texas Tech University*
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 1995—Jone L. Pearce, *University of California, Irvine*
 1994—Craig C. Pinder, *University of British Columbia*
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 1992—John D. Bigelow, *Boise State University*
 1991—Claudia Bird Schoonhoven, *Dartmouth College*
 1990—Newton Margulies, *University of California, Irvine*
 1989—Alan Glassman, *California State Univ., Northridge*

1988—John W. Seybolt, *University of Utah*
 1987—Barry Z. Posner, *Santa Clara University*
 1986—Patrick E. Connor, *Willamette University*
 1985—Thomas G. Cummings, *Univ. of Southern California*
 1984—Roger Evered, *Naval Postgraduate School*
 1983—Gordon A. Walker, *University of British Columbia*
 1982—Margaret P. Fenn, *University of Washington*
 1981—Thomas E. Hendrick, *University of Colorado*
 1980—Joseph W. McGuire, *University of California, Irvine*
 1979—Richard O. Mason, *Southern Methodist University*
 1978—Craig C. Lundberg, *Cornell University*
 1977—Anthony P. Raia, *Univ. of California, Los Angeles*
 1976—Vance F. Mitchell, *University of British Columbia*
 1975—Bernard Alpert, *San Francisco State University*
 1974—Albert C. Pierson, *San Diego State University*
 1973—Joseph M. Trickett, *Santa Clara University*
 1972—Edward J. Morrison, *University of Colorado*
 1971—Fremont Kast, *University of Washington*
 1970—Earl Goddard, *Oregon State University*
 1969—Stanley C. Vance, *University of Oregon*
 1968—Lyman W. Porter, *University of California, Irvine*
 1967—Dale A. Henning, *University of Washington*
 1966—Wilmar F. Bernthal, *University of Colorado*
 1965—William B. Wolf, *Cornell University*
 1964—Dale Yoder, *Stanford University*
 1963—Keith Davis, *Arizona State University*
 1962—C. William Voris, *American Graduate School of International Management*
 1961—Austin Grimshaw, *University of Washington*
 1960—Harold Koontz, *University of California, Los Angeles*



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2019:	Barry M. Staw, <i>Haas School of Business, University of California Berkeley</i>	2010:	Joyce Osland, <i>San Jose State University</i> William Torbert, <i>Boston College</i>
2018:	Jane E. Dutton, <i>University of Michigan</i> Nandini Rajagopalan, <i>University of Southern California</i>	2009:	William Starbuck, <i>New York University</i> David Whetten, <i>Brigham Young University</i>
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2016:	Mary Jo Hatch, <i>University of Virginia</i> Alan Meyer, <i>University of Oregon</i>	2007:	Denise Rousseau, <i>Carnegie Mellon University</i>
2015:	Wayne Cascio, <i>University of Colorado Denver</i>	2006:	Tom Cummings, <i>Univ. of Southern California</i> Jone Pearce, <i>University of California, Irvine</i>
2014:	Blake Ashforth, <i>Arizona State University</i> Sandra Robinson, <i>University of British Columbia</i>	2005:	Lyman Porter, <i>University of California, Irvine</i> Peter J. Frost, <i>University of British Columbia (posthumous)</i>
2013:	Terence Mitchell, <i>University of Washington</i> Gerry McNamara, <i>Michigan State University</i>	2004:	Royston Greenwood, <i>University of Alberta</i> Don Palmer, <i>University of California, Davis</i>
2012:	Chuck Snow, <i>Pennsylvania State University</i> Thomas A. Wright, <i>Kansas State University</i>	2003:	C.R. (Bob) Hinings, <i>University of Alberta</i> Joanne Martin, <i>Stanford University</i>



ASCENDANT SCHOLARS – 1982-2020

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2019:	Kyle J. Emich, <i>University of Delaware</i> Abhinav Gupta, <i>University of Washington</i> Dejun Tony Kong, <i>University of Houston</i> David T. Welsh, <i>Arizona State University</i>	2007:	Sally Baack, <i>San Francisco State Univ.</i> Marc Da Rond, <i>Cambridge Univ.</i> Ana Maria Peredo, <i>Univ. of Victoria</i> Roy Suddaby, <i>Univ. of Alberta</i>
2018:	Allison S. Gabriel, <i>University of Arizona</i> Joel Gehman, <i>University of Alberta</i>	2006:	Christine Beckman, <i>UC Irvine</i> Michael Lounsbury, <i>Univ. of Alberta</i> Jeff Shay, <i>Univ. of Montana</i> Marvin Washington, <i>Texas Tech Univ.</i>
2017:	Marco DiRenzo, <i>Naval Postgraduate School</i> Marion Eberly, <i>University of Washington Tacoma</i> Crystal Farh, <i>University of Washington</i> Anthony Klotz, <i>Oregon State University</i>	2005:	Brooks C. Holtom, <i>Georgetown Univ.</i> Sally Maitlis, <i>Univ. of British Columbia</i> K. Praveen Parboteeah, <i>Univ. of Wisconsin-Whitewater</i> Barry M. Goldman, <i>Univ. of Arizona</i>
2016:	Ryan Fehr, <i>University of Washington</i> Samuel S. Holloway, <i>University of Portland</i> Ryan A. Krause, <i>Texas Christian University</i> Pauline Schilpzand, <i>Oregon State University</i>	2004:	Craig Pearce, <i>Claremont Graduate Univ.</i> Shawn Berman, <i>Santa Clara Univ.</i> Peter Kim, <i>USC</i> Don Jung, <i>San Diego State Univ.</i>
2015:	Keith Leavitt, <i>Oregon State University</i> David Wagner, <i>University of Oregon</i>	2003:	Larissa Z. Tiedens, <i>Stanford Univ.</i> Gerardo Andrés Okhuysen, <i>Univ. of Utah</i> Gregory A. Bigley, <i>Univ. of Washington</i> Livia Markoczy, <i>UC Riverside</i>
2014:	Darren Good, <i>Pepperdine University</i> Andrew Nelson, <i>University of Oregon</i> Chris Barnes, <i>University of Washington</i>	2002:	Marta Elvira, <i>INSEAD and UC, Irvine</i> Christina Gibson, <i>USC</i> Tammy Madsen, <i>Santa Clara Univ.</i> Candace Ybarra, <i>Chapman Univ.</i>
2013:	Chris Bingham, <i>University of North Carolina, Chapel Hill</i> Arran Caza, <i>Griffith University</i> Peter Madsen, <i>Brigham Young University</i> Feng Zhu, <i>University of Southern California</i>	2001:	Talya Bauer, <i>Portland State Univ.</i> Ellen Ensher, <i>Loyola Marymount Univ.</i> Thomas Lawrence, <i>Univ. of Victoria</i> Rajnandini Pillai, <i>CSU-San Marcos</i>
2012:	John Bingham, <i>BYU</i> Michael Johnson, <i>Univ. of Washington</i> Paul Leonardi, <i>Northwestern Univ.</i> Matthew McCarter, <i>Chapman Univ.</i>	2000:	Amy Hurley, <i>Chapman Univ.</i> Lisa Hope Pelled, <i>USC</i> Daniel Skarlicki, <i>Univ. of British Columbia</i> Katherine Xin, <i>Hong Kong Univ. of Science & Technology</i>
2011:	Alison Cook, <i>Utah State</i> Mark Kennedy, <i>USC</i> Elizabeth Mullen, <i>Stanford University</i> Antoaneta Petkova, <i>San Francisco State Univ.</i>	1999:	Nick Argyres, <i>Univ. of Southern California</i> William Hesterly, <i>Univ. of Utah</i> Kathleen Montgomery, <i>UC Riverside</i> Michael Morris, <i>Stanford Univ.</i> Steven M. Sommer, <i>Univ. of Nebraska</i>
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2009:	Teppo Felin, <i>Brigham Young Univ.</i> Kevin Groves, <i>Pepperdine Univ.</i> Mooweon Rhee, <i>Univ. of Hawaii</i>		



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|---|---|
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Sandra Robinson, <i>Univ. of British Columbia</i>
Stephen Tallman, <i>Cranfield School of Management</i></p> <p>1997: Joyce Osland, <i>Univ. of Portland</i>
Gretchen Spreitzer, <i>USC</i>
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Pushkala Prasad, <i>Univ. of Calgary</i></p> <p>1996: Hal B. Gregersen, <i>Brigham Young Univ.</i>
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P. Devereaux Jennings, <i>Univ. of British Columbia</i>
Nandini Rajagopalan, <i>USC</i></p> <p>1995: J. Stewart Black, <i>American Graduate School of International Management</i>
Kay Devine, <i>Univ. of Alberta</i>
Michael Vincent Russo, <i>Univ. of Oregon</i></p> <p>1994: Nakiye Boyacigiller, <i>San Jose State Univ.</i>
Jennifer A. Chatman, <i>UC Berkeley</i>
Margarethe Wiersema, <i>UC Irvine</i></p> <p>1993: Laurence Barton, <i>Univ. of Nevada</i>
Raphael H. Amit, <i>Univ. of British Columbia</i>
Sydney Finkelstein, <i>USC</i></p> <p>1992: Charles Hill, <i>Univ. of Washington</i>
Robert Eder, <i>Portland State Univ.</i>
Arvind Bhambri, <i>USC</i></p> <p>1991: Joan G. Dahl, <i>CSU-Northridge</i>
Gibb Dyer, <i>Brigham Young Univ.</i>
Gerald Ledford, <i>USC</i>
Glenn McEvoy, <i>Utah State Univ.</i></p> | <p>1990: Connie Gersick, <i>USC</i>
Jay B. Barney, <i>Texas A & M Univ.</i>
Kathleen M. Eisenhardt, <i>Stanford Univ.</i>
Michael Lawless, <i>Univ. of Colorado, Boulder</i></p> <p>1989: Anne Tsui, <i>UC Irvine</i>
Barbara Lawrence, <i>UCLA</i>
Marilyn Gist, <i>Univ. of Washington</i>
Rod Kramer, <i>Stanford Univ.</i></p> <p>1988: Thomas Lee, <i>Univ. of Washington</i>
David Bowen, <i>USC</i>
Mary Barton, <i>CSU-Northridge</i></p> <p>1987: Douglas Howley, <i>Univ. of Arizona</i>
Kimberly Boal, <i>Univ. of Nevada, Reno</i>
Vandra Huber, <i>Univ. of Washington</i></p> <p>1986: Alan Meyer, <i>Univ. of Oregon</i>
Janet Fulk, <i>USC</i>
Manuel Velasquez, <i>Santa Clara Univ.</i></p> <p>1985: Gerardo Ungson, <i>Univ. of Oregon</i>
Jone L. Pearce, <i>UC Irvine</i>
Mary Ann Von Glinow, <i>USC</i></p> <p>1984: Craig C. Pinder, <i>Univ. of British Columbia</i>
John W. Seybolt, <i>Univ. of Utah</i>
Susan Mohrman, <i>USC</i></p> <p>1983: David Boje, <i>USC</i>
John Bigelow, <i>Boise State Univ.</i>
Kurt Motamedi, <i>Pepperdine Univ.</i></p> <p>1982: Dean Tjosvold, <i>Simon Fraser Univ.</i>
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Meryl Louis, <i>Naval Post Graduate School</i></p> |
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2005:	Paul Hirsch, <i>Northwestern University</i>	1996:	Joan G. Dahl, <i>California State University, Northridge</i>
	Kimberly B. Boal, <i>Texas Tech University</i>	1995:	Robert Wright, <i>Pepperdine University</i>
2004:	Richard W. Stackman, <i>University of San Francisco</i>	1994:	Kimberly B. Boal, <i>Texas Tech University</i>
2003:	Kay Devine, <i>University of Alberta</i>	1992:	Alan M. Glassman, <i>California State University, Northridge</i>
2002:	Joyce Osland, <i>San Jose State University</i>	1992:	John W. Seybolt, <i>University of Utah</i>
2001:	Paul Buller, <i>Gonzaga University</i>	1991:	Anthony P. Raia, <i>University of California, Los Angeles</i>
	Thomas G. Cummings, <i>University of Southern California</i>	1990:	Craig C. Lundberg, <i>Cornell University</i>
2000:	John and Suzanne Bigelow, <i>Boise State University</i>		

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2011:	Asbjorn Osland, <i>San Jose State University</i>
2010:	Fr. Brian Bainbridge (posthumous), and Kay Devine, <i>Athabasca Univ.</i>
2009:	Andre Delbecq, <i>Santa Clara University</i>
2008:	Charles Vance, <i>Loyola Marymount University</i>
2007:	Craig C. Lundberg, <i>Cornell University</i>
2006:	B. Thomas Mayes, <i>CSU Fullerton</i>



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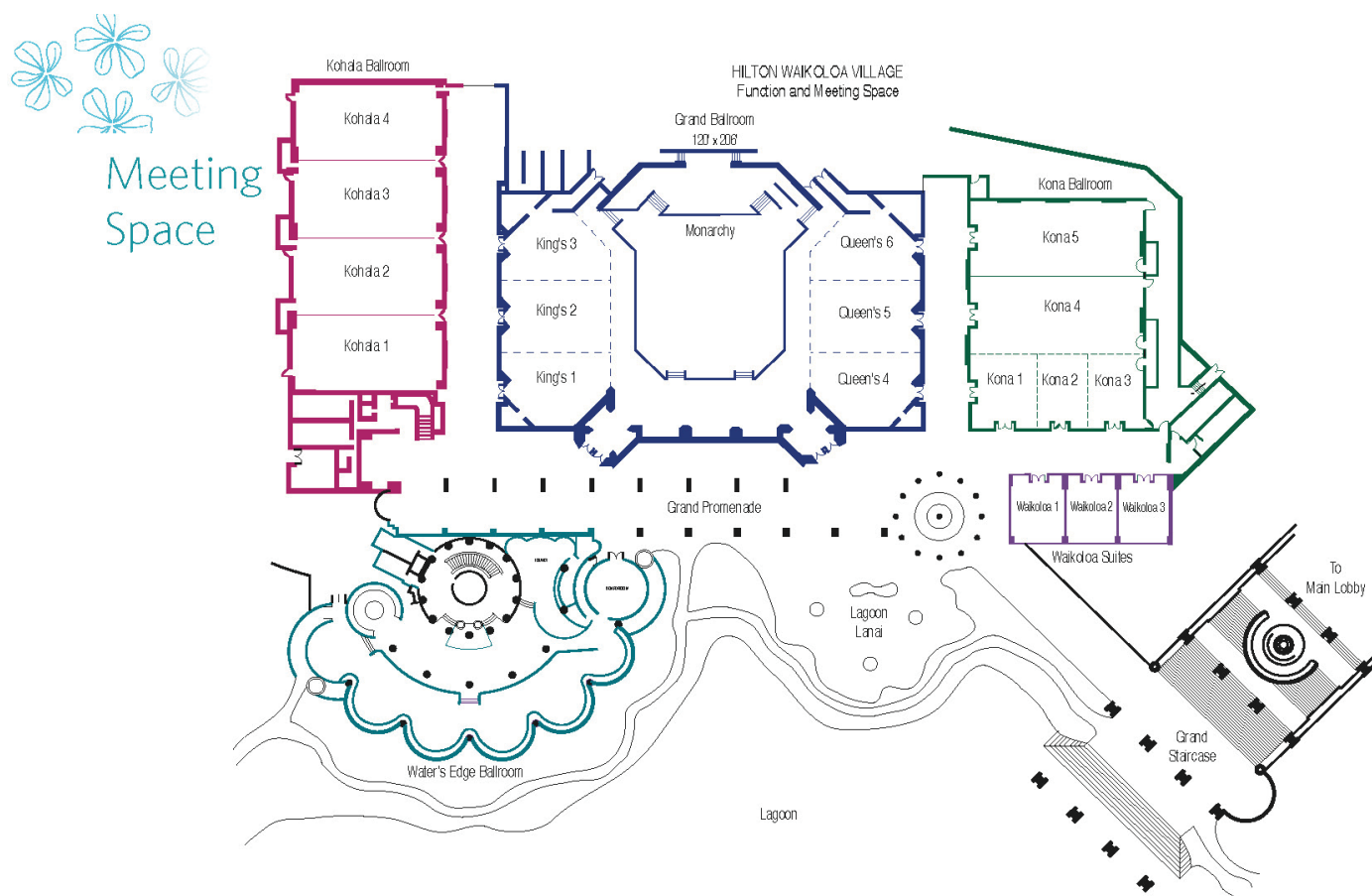
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